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ABSTRACT

To assess the information needs of Florida State government agencies and the information services provided by the State Library of Florida, questionnaires were used to establish a profile of the state's information flow. Site visits and three seminars of state agency employees attempted to identify specific information needs. A comprehensive plan of information, reference, and research services was formulated. The organization of a Bureau of State Government Reference Service at the Florida State Library was recommended. Services to be provided and personnel needs were outlined. It was expected that the new structure would result in increased efficiency and economy. (EMH)

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INFORMATION, REFERENCE AND RESEARCH SERVICE TO FLORIDA STATE GOVERNMENT

A Plan of Action and Recommendations for
Implementation by Phases

1975

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

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September 1, 1975

Mr. Edward F. Sintz, President
Florida Library Association
One Biscayne Boulevard
Miami, Florida 33132

Dear Mr. Sintz:

I am pleased, as Library Consultant to the Florida Library Association, to submit to you the report, **Information, Reference and Research Service to Florida State Government.**

The report incorporates the information acquired during the on-site visit, the discussion at the working seminars held during that period, the advice and counsel of the Advisory Committee on Library Service to State Government and from the many people in state government who gave their time and thoughts to the development of a plan for providing library service that will meet the needs of state government agencies and personnel in Florida. Valuable, also, in the development of the study and report was the information, both descriptive and statistical, furnished by the State Library of Florida and by the concerned librarians and staff members in the libraries and information centers — special, academic and public libraries throughout the State of Florida. These, plus the profiles of the libraries and information centers and the many excellent materials provided which pertained to Florida State Government and its library information, reference and research needs, became the basis for this report on a plan of action for the services to be provided.

It is proposed that the report's recommended action be taken in stages of implementation but with large segments being developed in each stage. It is important that the service begin at once so that the State Government of Florida will have the immediate benefit of the library services to be offered. It is my hope that the result of the implementation will be the provision of library service to all of the personnel of state government in Florida and that this service will be a constant one that grows and develops.

Sincerely yours,

Phyllis I. Dalton

Phyllis I. Dalton
Library Consultant

TABLE OF CONTENTS

	<i>Page</i>
A. Letter of Transmittal	
B. Abstract	i
C. Plan of Action for Library Information, Reference and Research Service to Florida State Government	1
1. Introduction	1
2. Organization of Service to State Government	2
3. Specific Services to be Provided	3
4. Availability of Special Services	14
5. Making the Availability of Services Known	16
6. Anticipating the Needs of State Government	17
7. Meeting Known and Anticipated Needs	18
8. Efficiency and Effectiveness of the Service	20
9. Personnel Requirements	22
10. Recommended Position Descriptions	23
11. Communications for Effective Service	27
12. Summary of Recommendations	28
D. Appendices	
1. Alternate Plans for Providing Service to State Government	1A
2. Development of the Recommended Plan	3A
3. Characteristic Needs for Libration Information, Reference and Research Service to Florida State Government	6A
4. Characteristic Patterns of Service Presently Available	8A
5. Basic Assumptions for Information, Reference and Research Service to Florida State Government	1B
6. State Government Use to Be Made of the Library Information, Reference and Research Service	1C
7. Selected References Utilized in the Development of the Report of the Study	1D
8. Service Area and Service Points	1E

ABSTRACT

TITLE: Information, Reference and Research Service to Florida State Government

AUTHOR: Phyllis I. Dalton, Library Consultant, Sacramento, California

SUBJECT: A Plan of Action and Recommendations for Implementation by Phases

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ABSTRACT: The past several years have brought growth in the size of the Florida State Government and in the scope and the complexity of the subjects to which it must give consideration. The outlook for the future is continued growth and development throughout the State and in the State Government. The concerns of and the demands on state government now result from the many concerns of the people of the State of Florida: the aged, the arts, land use, housing, drug addiction and its treatment, population density and many, many more.

As a result of this scope of complex responsibilities, the needs of the personnel of state government for access to the latest authoritative information has grown correspondingly. This need emphasizes the vital necessity for information, reference and research services to be available through a correspondingly rapidly growing body of information and through information and knowledge sharing.

The State Library of Florida must be available for providing a rapid flow of information, reference and research service to the state departments of government and their personnel. This agency must be able to provide immediate delivery of information, of documents and also have the capability of anticipating needs for information, reference and research services. The response must be immediate and the information provided in whatever form that is appropriate.

Quick information, resource materials, reference service and research services must be available to all people in state government in order that there is a totally informed state government for the people of Florida. The State Library of Florida will provide such materials and services through adequate funding and through the acquiring of personnel appropriate to this service and the resources necessary in materials, communications and operating costs.

This study has identified the needs for information through on-site visits to the agencies of government, to the existing working libraries and information centers, through a questionnaire on

"Information Needs" and a questionnaire on "Information Service." Both of these questionnaires were of a profile nature rather than statistical compilations. These visits were supplemented, as were the questionnaires, by three seminars for all state agency personnel — 1. Information needs and resources presently available. 2. Resource needs required to meet the need for information. 3. Planning for the future resources to meet the information needs of the future state government. A meeting of heads of the present working libraries and information centers in the Florida State Government was held to enable a determination to be made as to how best to meet the present and future needs for information.

The Consultant also met with the Advisory Council chaired by Secretary of State, Mr. Bruce Smathers, to present a position paper on library information, reference and research service to state government and to present plans for the study. The Consultant also received suggestions from the Advisory Council for the future needs of the survey and the anticipated results. The Consultant also visited university libraries and public libraries in Tallahassee, Gainesville and Miami.

The results of the needs assessment and the resources assessment resulted in the following plan: The State Library of Florida will provide the information and coordination that is required on a comprehensive basis. The information, reference and research needs can be provided by the State Library of Florida and satellite libraries developed as there is an identified need; the Division of Archives, History and Records Management will continue to provide its specialized services; the Division of Legislative Library Services — the Legislative Library will continue in its present capacity; Specialized agency libraries presently developed on an operating basis will continue to provide specialized materials and services.

The State Library of Florida will have two relations with the State Government of Florida in the fields of library information, reference and research services. It will serve as the Information Center for Florida State Government and also serve as a Coordinating Agency in its relationship with the present specialized state agency libraries and information centers. To accomplish this purpose, the Bureau of State Government Reference Service should be established in the State Library of Florida with the capability of providing quick information service, reference service, resources, and research service as well as providing the coordinating function. The Bureau would be established directly under the Assistant State Librarian of Florida with a complement of twelve positions, funds for materials, communication and operations. The Bureau could be established in one phase but it can also be effectively established in phases. It would then become operationally totally effective in five years or less.

The Advisory Council that was available to the Consultant during the study and the report would continue to be advisory to the State Library of Florida in the development and operation of the

library information, reference and research service to State Government. The present make-up of the committee should continue and be changed only when circumstances change in State Government that would affect the working of the Council.

The predicted results of this information, reference and research service are many but among them in the future will be: 1. One place for state government personnel to turn for information, reference and research service; 2. An economy of time for state personnel through the knowledge of the immediate source of information; 3. An economy of expenditure of funds for resources through non-duplication of low-use resources; 4. An increased efficiency of state personnel through improved information; 5. An increased effectiveness of present and future resources through coordination.

PLAN OF ACTION FOR LIBRARY INFORMATION, REFERENCE AND RESEARCH SERVICE TO FLORIDA STATE GOVERNMENT

1. Introduction

In the structure of the State Government of Florida there must be, of necessity, an agency somewhere to which the state agencies and their personnel can turn in large numbers for information, reference and research services. The agency must be one in which members of state government, as a whole, have confidence in the knowledge available and the ability of the personnel of the agency to deliver the information at the time needed and in the form required. The members of the state government agencies must also have confidence in the discretion of the personnel of the agency providing the service and their integrity. A service to state government personnel is indispensable to them because it is the means for providing them with access to available information, facts, knowledge and sources needed in their conduct of the business of state government for the people of Florida.

Such a service provides the information on an impersonal basis as the materials are organized so that such a quick, accurate information system is possible on an as-needed basis. The information required and provided may be current information regarding situations that are constantly arising or it may be historical research to provide the background for current problems. The service may also provide materials in the form of books, pamphlets, clippings, newspaper or periodical articles or any other materials that provide answers to the questions asked. The suggesting further sources of information and the actual securing of that information may well be the requirement of other state personnel. Requirements may also include the digesting or summarizing of information or suggestions for a formal report. The service must be a dynamic intermediary for making the vast amount of knowledge and general information available on a statewide, nationwide and worldwide basis accessible to the personnel of the Florida State Government.

To set limits on the capabilities of such a service is most difficult for its resources are knowledge and information as is its product. The state agency that is the primary service to the people in state government requires staff that is constantly alert to the kind of information needed to carry on state government based on knowledge and to accumulate the materials that will be required by the decision makers. The organization of the materials must be such that all information can be retrieved quickly and accurately and in a form that is appropriate. The service must have as its basis that informational materials are to be acquired regardless of traditional policies and that the value of the service is the dissemination of that information at the time needed.

A library service to state government personnel that provides information, reference and research services must be an information center of current materials, many of which will be of a passing nature but which are vital for the time for which they are needed. The staff of such an information center must have an unusual knowledge of the information in the collection, a curiosity, an awareness, unusual initiative, the ability to answer all questions asked by direct answer or through a longer search in other information centers and an imagination that will lead them into every possible avenue to find the answers. The staff must also have the ability to make themselves known to the state agencies and personnel so that the state agency providing the information, research and reference service is not just an impersonal collection of materials with a staff to service it.

Of equal importance is the necessity for the service provided by the state agency designated as the library information, reference and research center to have the freedom to develop a fluid organization. To provide the valuable service to the state government, the ingenuity of those developing the service should in no way be blocked by organizational rigidity of any kind — in the organizational pattern or in the people who make up the organizations. Immediate success of the service should not be the measure of the importance of the work being done. Good service of an informational nature results in a demand of equal good service but time is required to assure people that such good service is truly available and accessible to all. Information concerning the elements of the service must be constantly available to state government personnel and the best means of making this known is through the excellence of performance.

Such a service is not an easy one to provide. State agency personnel are people with varying kinds of problems from the most complex to the very simple ones. They come from a wide variety of backgrounds both as to education, experience and prior use of information, reference and research services. The work of the service is never completed as the personnel is ever changing, the problems confronting state government are ever changing and the materials to provide the answers are ever changing and usually are increasing both in number and in sophistication. The total need is to understand the problems of the State, to have the information available to answer those needs and to put the two together as effectively and efficiently as possible.

2. Organization of Service to State Government

In developing a service to state government that will provide library information, reference and research, those making the decision initially must consider carefully its placement in the organizational structure of the state government. Will the agency be able to handle a large number of people in person, by telephone, through correspondence? Will the agency be staffed so that it can provide equal service to all state agency personnel — not only so staffed but with materials or easy

access to materials that will assure equality of information, reference and research service to each member of state government? While it is true, all state government personnel will not make use of the service, at least initially, the accessibility will be there. Will the agency providing the service duplicate unnecessarily a library information, reference and research service already being provided? Such duplication is costly and should be avoided in the development of the over-all service.

Presently in the State of Florida there are approximately 40 libraries or information centers in state agencies providing various levels of service. Some of these are fairly large special library collections, organized and providing service through a librarian or an information specialist. Others are smaller and specifically designed for the agency in which they are located or a part of that agency and are managed by a staff member full or part time as an assigned part of the duties for that position. There is also a group of collections of books or other materials that are small in number, have not been organized and do not have a staff member assigned or if one is assigned, other parts of the duties of the position preclude the staff member from taking a responsibility for the book collection.

It is recommended that the State Library of Florida be designated as the information center to provide the necessary rapid flow of information to the state agencies and their personnel. Such a designation would insure that the State Library of Florida is the main source of information, knowledge and literature to provide their library information, reference and research needs. The State Library of Florida would be able to provide immediate delivery of the documents and information needed and desired and in whatever form appropriate. The State Library can provide special reference services and information to personnel and agencies of state government through its own resources or through cooperating information sources. Through current awareness services, information in whatever form it is best provided, the decision makers in government will have immediate access to required facts and knowledge. Resource materials and research services will be available to all in state government for the people. While the State Library will, to a certain extent, follow traditional patterns of library service, the staff will also realize that the future of providing library information, reference and research service to state government does not necessarily follow established patterns of library service. The service will be dynamic with the information source available through a dynamic staff motivated by the ideals of immediate, unlimited service. The legal basis for the provision of library information, reference and research service by the State Library of Florida is provided in **Florida Statutes, 257.04 (1-4)**.

In addition to the service that will be provided by the State Library of Florida are the continued services of the Division of Archives, History and Records Management and the Division of Legislative Library Services — The Legislative Library. Specialized services will continue to be

provided by the specialized libraries and information centers in the state government that are presently providing such services.

Because the library information, reference and research service of the State Library of Florida will be expanded both in breadth and in depth, it is necessary that the State Library add a Bureau of State Government Reference Service with the staff, resources and authority to provide the best possible service to State Government. Through the legal authority granted by the Florida Statutes, its level of authority in the organizational structure of state government, its staffing, the resources available and the service ideals followed, the Bureau will be able to function effectively.

The Bureau of State Government Reference Service will report directly to the Assistant Library Director as do the Bureau of Library Services and the Book Processing Center with which it will work very closely. The Bureau will be responsible for special services to Florida State Government and along with the Bureau of Library Services will develop the materials collection of books, pamphlets, audio-visual materials and other materials as needed. The Bureau of State Government Reference Service will work closely with the Book Processing Center in the organization of the materials as acquired for the collection.

Heading the Bureau of State Government Reference Service will be a ~~librarian~~ Librarian of Bureau Chief status. If the Bureau is phased in over a period of not more than five years, the Chief of the Bureau will act temporarily as a liaison librarian to maintain contact with the other Divisions providing informational service and with the specialized libraries. The main thrust of the work of the Chief of the Bureau will be organizational, administrative and developmental. The Chief of the Bureau will maintain constant contact with the activities of State Government so that the Bureau will be totally responsive to the immediate needs of all facets of state government work. At the same time that the Bureau is organized, a Librarian II should be employed to handle temporarily the questions for both the administrative branch of government and the legislative. It is anticipated that the Bureau will not be overwhelmed with questions for unlimited service the first year so that the work can be handled by the Bureau Chief and one Librarian II. If this expectation is incorrect and the response is immediately intense, the phases will need to be telescoped as far as the development of the service is concerned. A clerk should also be employed the first year to act both as typist and messenger. The staff provided is minimal and may well have to be developed at a faster rate than the plan provides. The plan is a flexible one and can well be developed within one or two years instead of over five years.

The phasing in of the books and other library materials is provided at a slower pace at the first and accelerates as the program develops. The State Library of Florida presently has and will continue to provide a book collection which contains materials that are related to library information, reference

and research service to state government. While the amount, kind and duplication is not adequate for an intensive service to state government, it can with gradual additions increasing throughout the five years, be developed to meet the need and provide the service. Book processing funds will, of course, accompany the funding for materials in order that the collection can be organized for easy and rapid access. To provide service and to make that service known to all state agency personnel throughout Florida State Government, funds for communications are ever increasing and constantly necessary.

As the Bureau is developed, a Librarian III will be required to handle the complex reference and research questions that will come to the service. As the service develops, even before full research service is added to the Bureau, the necessity for providing answers to complex questions will already have occurred. The Librarian II will then become the information librarian for both the administrative and legislative branches of government. The Librarian III will act as reference librarian for both the administrative and legislative branches of government until the following year when a Librarian III is added for the Legislative Branch and the first Librarian III can be assigned totally to the Administrative Branch of Government.

As research is added to the Bureau's activities, research specialists should be added for both the administrative branch and the legislative branch of government. The second Librarian II will be added as the reference librarian for the legislative branch of government so that there will be a reference librarian for each of the two branches. A second clerk will also be added.

The final personnel to be added to the Bureau within the State Library of Florida will be a Librarian I who will act as the Information Librarian for both the administrative and the legislative branches of government, and a Library Technical Assistant who will provide non-librarian supportive services to the librarian staff. The third clerk will also be added so that the entire staff will be supported by a typist clerk, a general clerk and a messenger.

Along with the development of the organization of the Bureau of State Government Reference Service, will be the development of coordination with libraries which can provide additional informational, reference and research materials and services. It is recommended that the first such liaison agreement be developed with the University of Florida Libraries at Gainesville. This University has much to offer as a Regional Depository for U.S. Federal Documents. Specialized collections within the University of Florida Libraries will supplement the State of Florida Library collection presently held and as developed specifically for service to State Government. The Florida Information Services of the University of Florida Libraries will also be of vital assistance in providing for state government personnel all information that is required. In order that the services can be provided on a continuing basis and be well coordinated with the State Library of Florida, it

is recommended that a Librarian II be employed by the State Library of Florida with a typist clerk as supporting staff and that both be headquartered at the University of Florida Libraries. Selection of the staff will be a joint responsibility of the Florida State Library and the University of Florida Libraries. The Librarian assigned to work in the University of Florida Libraries will work closely with the Bureau of State Government Reference Service so that all services will be coordinated. While the Librarian headquartered at the University of Florida Libraries will be "dedicated" to service to State Government, time will be available to provide some reference service within the University of Florida Libraries. Such reference service will be helpful both to the University and to the service to State Government. The details of the agreement will indicate how the time will be allocated. Enough flexibility should be allowed to accommodate to changing conditions and high and low service periods.

The Florida State University in Tallahassee is also a vital link in the library service to state government. Its resources are in demand by state government and are close to the major number of state government personnel. It is recommended that at least two staff members of the Bureau of State Government Reference Service be trained by the staff of the Florida State University in Tallahassee to utilize the resources of that Library so that the resources will be available without constant utilization of the staff of the Florida State University Library.

All of the libraries in the Tallahassee area will be of service in assisting the State Library of Florida to serve state government personnel completely. Thus, the resources of the Tallahassee area will be greatly increased through cooperative action. Many of the state government personnel are not located in Tallahassee, however. Those who have access to library service in metropolitan areas such as Miami will have access to the Municipal Library and the Business, Science and Technology of the Miami-Dade Public Library System. Through the development of the computer output microfiche union catalog, known as Florida COMCAT, the locations of the retrospective holdings of the network library collections will be available. Also, through the development of the Southeastern Library Network, known as SOLINET, Florida will have a union catalog of its network library collections of new acquisitions. When both have been completely developed the Bureau of State Government Reference Service will have access to all materials in Florida libraries. Through the work of the National Commission on Libraries and Information Science in the development of a national network of information, resources and information will be available to the Bureau on a national basis. Interlibrary loan can also be utilized on a world wide basis as needed.

There are, however, state government personnel who are located at a distance from any metropolitan center and do not have public library service readily available. Many of these people are employed by state institutions and have need for current as well as for retrospective information. Where public library service is available, the Bureau of State Government Reference

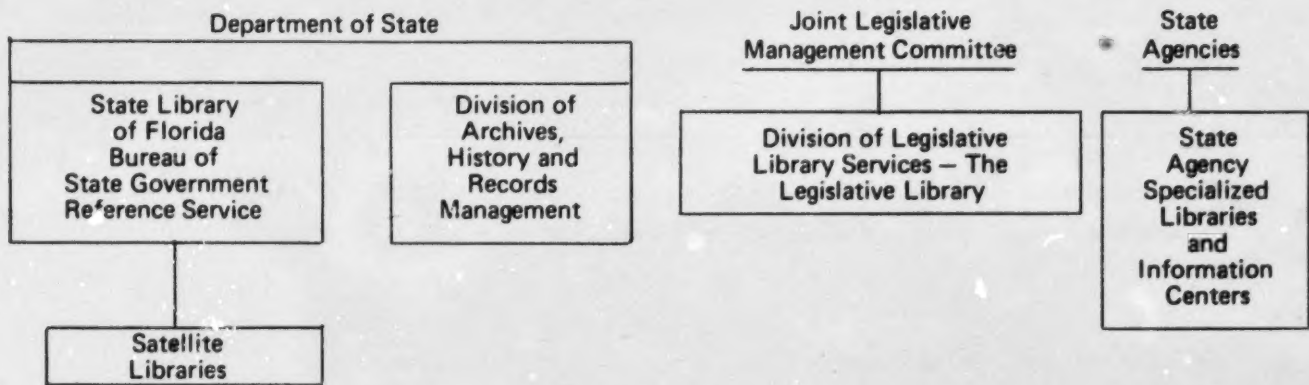
Service should encourage the development of service to these state government employees. Where public library service is not readily available, the Bureau should give special attention to determining the needs of these state government employees and filling those needs.

The staffing that will be recommended in this plan for action has taken into consideration only that staff that would be directly involved in the service of the Bureau. Because of increasing service on a yearly basis, supportive staff in other Bureaus of the State Library of Florida will be required. Because service is now being provided to state government personnel on a limited basis because the staff is not available to provide such service on a more extensive scale, some of the supportive staff are now available. Workload statistics should be carefully maintained, however, to ascertain when and how much supportive staff will be required elsewhere in the State Library of Florida as the library information, reference and research service develops.

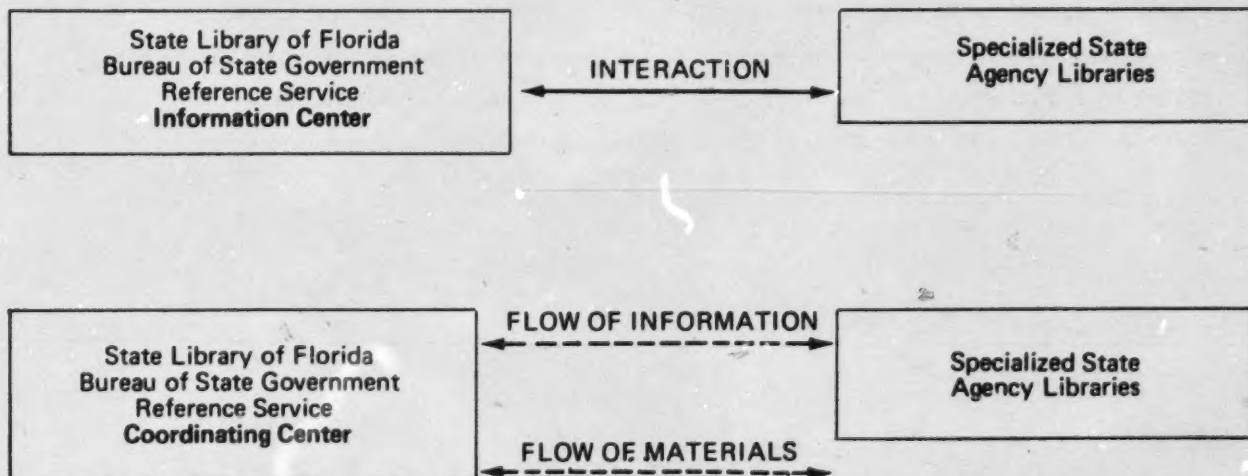
3. Specific Services to be Provided

Because of the broad variety of needs that are represented in State Government in Florida, a broad variety of services will be provided as basic functions. The Bureau of State Government Reference Service will discover, acquire, organize and utilize all the materials that are most likely to provide both immediate answers and more detailed information to questions, problems and activities which arise in state government or are concerned with the operations of government. The answers and the materials will be provided in whatever form is necessary for the satisfaction of the inquirer. Such services are involved with making available factual data which are concerned both with the substance and the techniques of government in general. The primary function of the staff of the Bureau will be to determine whether or not the information sought can be found in the State Library of Florida and if not, then to find the information wherever it may exist. Many of the users of the service may wish to be able to utilize the facilities of the Library independently.

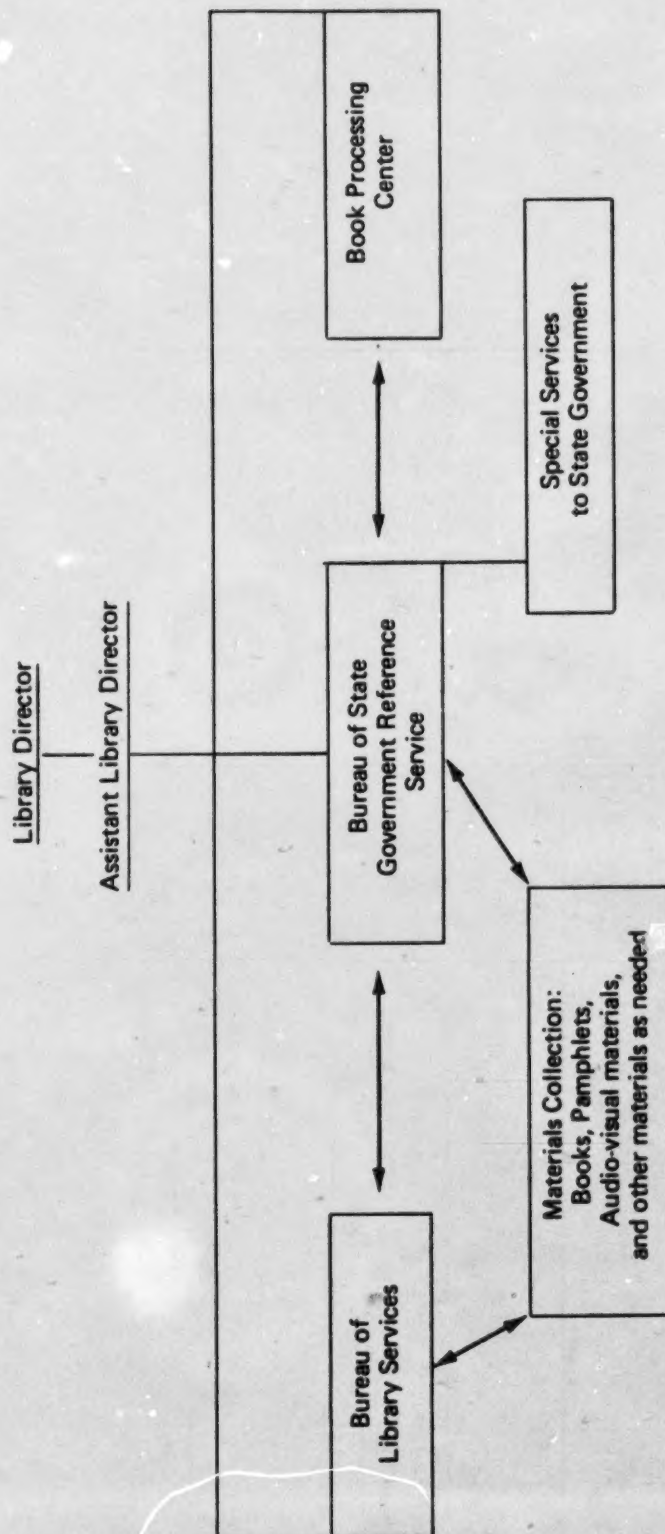
INFORMATION, REFERENCE AND RESEARCH SERVICE TO FLORIDA STATE GOVERNMENT



STATE LIBRARY OF FLORIDA AND SPECIALIZED AGENCY LIBRARIES IN GOVERNMENT



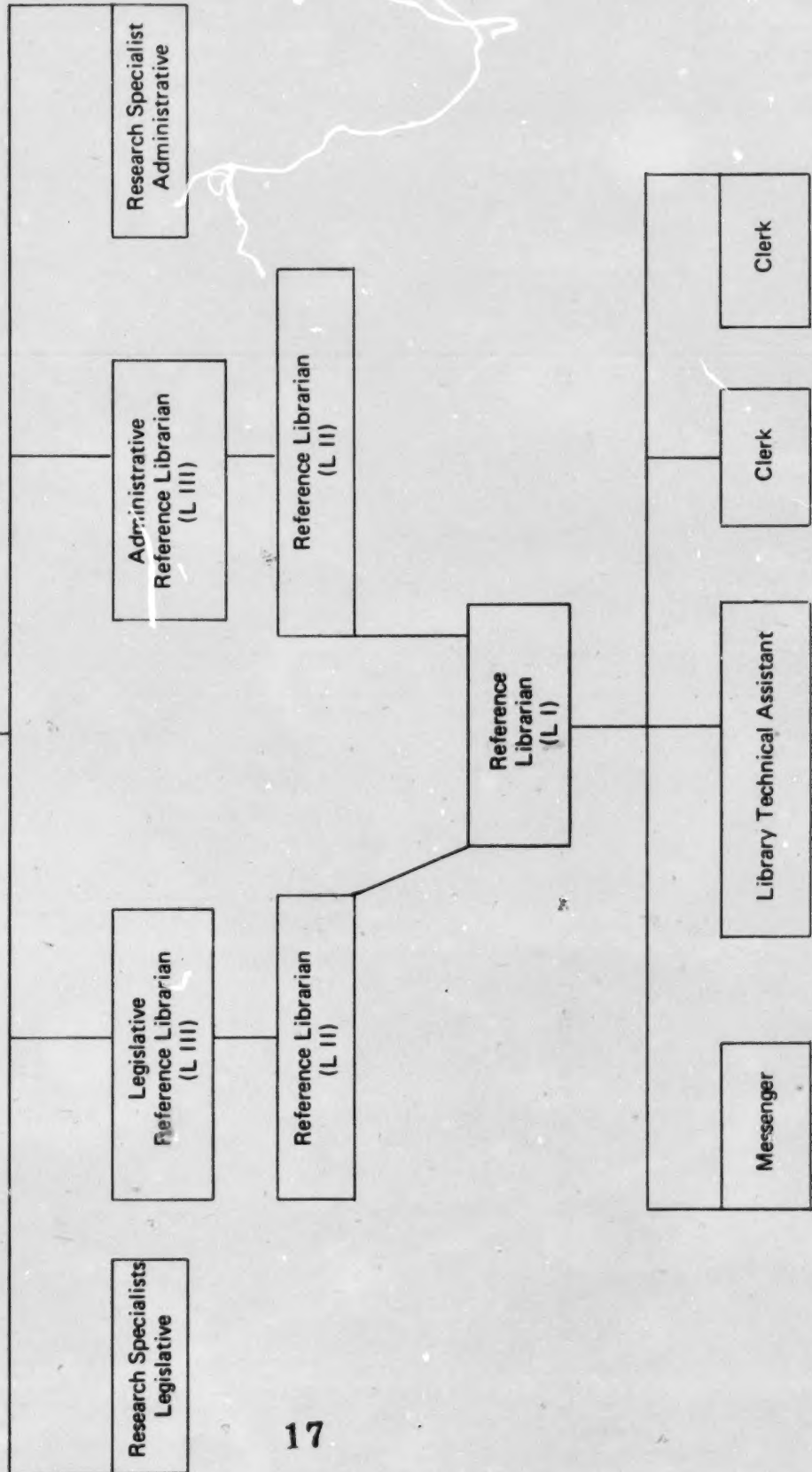
STATE LIBRARY OF FLORIDA – BUREAU OF STATE GOVERNMENT REFERENCE SERVICE – ORGANIZATIONAL PATTERN



STATE LIBRARY OF FLORIDA – BUREAU OF STATE GOVERNMENT REFERENCE SERVICE – RECOMMENDED STAFFING

Assistant State Library Director

Bureau Chief, State
Government Reference Service



**STATE LIBRARY OF FLORIDA – INFORMATION, REFERENCE AND
RESEARCH SERVICES – TO FLORIDA STATE GOVERNMENT
THROUGH CONTRACTUAL SERVICES**

A University library will be selected that will best supplement the State Library of Florida as a research resource that can actually produce results. Because the Florida State Library cannot and should not duplicate resources that are located elsewhere in the State of Florida in supplying services to State Government, an academic library should be selected for the first supplementary source to provide this service. As the need arises and the success of the program proves itself, other academic libraries and information centers can be added. It is recommended that the University of Florida Libraries at Gainesville be the University first selected for contractual services.

The liaison will be with the Bureau of State Government Reference Service and the Florida Information Services in Gainesville as the two information centers. It is recommended that the following be the staffing pattern for that service: A Librarian II plus adequate clerical assistance be employed for the liaison staff by the State Library of Florida. The requirements will be that the staff so employed have a special reference expertise and a special library outlook. The Librarian II and the clerical assistance will be headquartered in the selected university library to provide the additional information, reference and research services. The selection of the staff will be accomplished jointly by the two information centers. The projects costs are: Staff – \$20,000. Communications – \$5,000. Total cost – \$25,000.

**STATE LIBRARY OF FLORIDA – BUREAU OF
STATE GOVERNMENT REFERENCE SERVICE**

Recommended Budget:

Personnel	\$150,000
Books and Other Materials	400,000
Communications	25,000
Book Processing	25,000
Pilot Project Academic Library Contract	25,000
TOTAL	\$625,000

Phasing in:

Fiscal 1977 – Bureau Chief (Temporarily also liaison librarian)
Librarian II (Temporarily both administrative-legislative reference librarian)
Clerk – (Temporarily both typist and messenger)

Total Personnel – \$37,000
75,000 Books and other materials
5,000 Communications
5,000 Book Processing
10,000 Half time contract with academic library

Total – \$132,000

Fiscal 1978 – Librarian III (Temporarily both administrative-legislative reference librarian)
Research Specialist (Temporarily both administrative-legislative specialist)
Clerk (All clerical areas)

Total Personnel – \$40,000
75,000 Books and other materials
5,000 Communications
5,000 Book Processing
15,000 Full time contract with academic library

Total – \$140,000

Fiscal 1979 – Librarian III (Legislative Reference Librarian)
Research Specialist (Legislative)
Librarian II (Legislative Information)

Total Personnel – \$46,000
75,000 Books and other materials
5,000 Communications
5,000 Book Processing

Total – \$131,000

Fiscal 1980 – Librarian I
Library Technical Assistant
Clerk

Total Personnel – \$ 27,000
175,000 Books and other materials
10,000 Communications
10,000 Book Processing

Total – \$232,000

Grand Total – \$625,000

In such instances, the primary function of the staff will be to provide individualized tutorial service to the state government personnel. The librarians and the research specialists, in any case, will be instrumental in utilizing the reference collection so that it becomes a part of a governmental plan of action. Such success requires staff with a dedication to make certain that each person utilizing the service finds the materials best adapted to governmental needs — taking into consideration the level of information required to fill that need and suited to the particular inquirer.

Another basic function of the Bureau of State Government Reference Service will be to anticipate the specific subjects that will be of concern to governmental personnel. The staff will be required to keep current on the problems facing state government. What is most likely to be of concern in the next few months, for the coming year, in relation to state planning? What is happening in other states that may also become a part of the activities in Florida? What is happening on the national level that will affect Florida State Government? The Bureau will have the material readily available to answer the questions that have been anticipated or will be able to locate the answer. In a reverse situation, the staff will also be aware of those problem situations that have ceased to be current and will revise the acquisition policy accordingly as well as retire the presently acquired materials from current consideration.

In such a program of anticipation of events, the staff will acquire the knowledge of pressing needs by the inquiries which come to the Service, by bibliographical and literature searches, through newspapers, television, radio, periodicals and other means of current awareness for librarians. Brief staff meetings each morning to exchange problems and information will enable the Service to find lacks in the information available as well as solve some seemingly insoluble problems.

The Bureau criteria will of necessity be developed in determining the area of concerns and services to be developed and priorities established. Shall the Bureau be concerned primarily with Florida problems or shall the priority be the collection of information concerned with other states in the general area or a selected group of states with problems similar to those of Florida? Many such decisions will have to be made originally and reconsidered continually. The library of the Bureau will resemble more nearly an information center or a large special library than the more traditional library. The staff will have the characteristics of the special library or information center staff. Ingenuity will be high on the list of required characteristics of staff members. While the standard indexes and bibliographies are important, many of the questions that will be received by the Bureau will not be of the type covered by the standard or even the esoteric library sources. Throwaways, house organs, obscure speeches, governmental reports with a small distribution and insignificant newspaper items will all be of utmost importance in finding the elusive fact required.

While the best in standard reference materials should be available to the staff of the Bureau, they will need to be supplemented by the typewritten staff report or the taped hearing, a doctoral dissertation or a technical report. Many times the material can be acquired free, at low cost or better through an established exchange with other libraries or information centers; especially excellent exchanges can be established and maintained with other state government reference services in the several states. Again, high on the priority list for qualifications for staff members is the ability to discover sources of ephemeral materials and to know how to acquire that informational item. Historical materials are essential to the operation of the Bureau but the most current information is vital to its success. In organizing the material acquired, emphasis must be placed not only on the detailed analysis of the contents but with the ease of retrieval of the information. The real test of the Service is the making available of the information and the material at the moment it is needed.

In some instances the staff of the Bureau will make suggestions concerning other related subjects to the inquirer. The staff can be helpful in approaching the problem from a different angle in the research process. Literature searches by the staff can result in broadening the base for the inquirer by bringing a large amount of related material but not tested as to quality. In the research process, the staff can be helpful in weeding out materials of lesser importance. The work of the staff will vary according to the intensiveness required for a particular problem — a balance must be maintained between too much depth in the search and not enough. The extensiveness of the search requires judgment also on the part of the staff. A search that is too extensive for the problem being researched can be as confusing to a user of the Service as a search that falls short of completeness.

A basic function in the Bureau of State Government Reference Service is the acquiring of all items requested by state governmental personnel for use in the course of their work. All materials will be acquired and acquired as rapidly as needed. The decision that must be made by the staff is whether the item or items requested should be acquired permanently for the collection, acquired to be given to the inquirer needing the information or secured through photocopying or interlibrary loan or some other means which is available. All questions are of importance; all questions must be answered; all answers must be provided in the time-frame required by the user. These basic principles taken together result in a 100 per cent response to questions, problems and comments received in the time-frame set by the inquirer.

4. Availability of Special Services

At the time the research specialist becomes a member of the Bureau staff, special services can be offered. Throughout the life of the Service the information service can be provided, the assisting with indexes and catalogs, the literature searches, the collection of pertinent marked material and

the collection of background material. Extensive reference service can also be a service of the Bureau from the beginning. With the expansion of staff in numbers and in background and experience, special services can be given on occasion. As with the basic functions, the judgment of the staff must be relied upon. The emphasis must be on service, however, and if an error in judgment is made, it should be made on the side of providing the special services. In some instances it may be necessary for the research staff to review the materials pertaining to the question asked and to draw from the text the significant statements and compile them into a single document. Such a compilation would be provided without critical comment to the inquirer. If the time and the research make such possible, the staff can not only compile the statements but can extract them from several sources and arrange them in logical sequence. The result would be a report without critical comments. Such reports may be prepared in quantity if the situation requires that such be done. In some instances, such reports can be prepared in advance as an anticipated report and utilized when the question comes to the Bureau.

A service that is a special and valuable one is the development of an analysis of a research problem that is brought to the Bureau. In making the analysis of the problem the researcher would delineate the facts and provide the arguments for and against a point of view. A further service that can be provided by an experienced research specialist in an area of competence is to provide an evaluation of the points of view and to develop a proposed solution or to develop alternative solutions.

An excellent research service that can be provided to state government is that of providing a compilation of comparative data. The search for the comparative data may be an easy one or it may take hours of searching and of going to the source of the data itself even though contacting another state or states is required in the search process. The data then would be developed into a study by the research specialist so that the requester would not only have a listing of the data but would have a comparative study available for use in decision making.

An extension of the above type of study that can be provided by the research specialist is not only the study of the comparative data relating to the question but also a compilation of the views of authorities relating to the subject being researched and compiled. Such a study takes the research to the point that the views of several authorities in the field are applied to the comparative data.

Another special service that may be required on occasion and can be provided by the Bureau is the effectiveness of actions that have been taken by other states in solving problems that are now Florida problems. Such research will require the research specialist to go beyond the facts that are available concerning the action taken by other states and to research the results that the action had on the problem both positive and negative. If necessary, the information can be compiled into a written report.

Background research is often vital to state government personnel. Because so many of the problems that require solution have appeared before in Florida State Government or in another state, the research specialist can save the state government personnel hours of time by researching the question to determine what prior attempts were made, their success or failure, the climate of the time as related to the proper solution, and other pertinent facts that may be revealed in the search.

5. Making the Availability of Services Known

If the Bureau of State Government Reference Service is accessible to the state government personnel of Florida and if it provides the basic information, reference and research services as well as the special services, the availability of the services will be well known throughout state government through the excellence of its performance. Because one of the purposes of the Service is to provide to all state government personnel equally the benefits of a special library, an information center and a research service in relation to their governmental work, public information must be provided by the Bureau to insure that all know of the assistance that can be given.

Specifically, some of the means of making the services known include: A brochure which describes briefly and in an attractive manner the variety and quality of assistance the Bureau can provide should be widely distributed. Such a brochure should be produced in quantity, distributed to all state personnel and revised frequently. An inexpensive but attractive and informative brochure that is revised frequently is more effective than a more extensive and expensive leaflet.

Personal letters are effective but form letters are less effective. Personal letters should be sent when the Bureau has acquired materials affecting a particular agency, when suggestions are desired concerning the need to acquire materials, when invitations should be sent to specific personnel to review a new collection of materials in which they would be interested or on any similar occasions.

On-going bibliographies, reading list and one page subject descriptions of one or two items of interest can be made available to state agencies and personnel for which they would have interest.

A newsletter issued periodically which provides brief notes concerning items of interest about the State of Florida and Florida State Government will increase the interest in the services of the Bureau of State Government Reference Service. The source of the information contained in each of the items of brief information should be indicated as well as the availability of the source in the Bureau.

Bookmarks briefly describing the service of the Bureau can be inserted in the materials sent to the state personnel making use of the service. A statement of the services provided by the Bureau can be provided on the pad of request forms that should be made available to state agency personnel to facilitate the requesting of information and the receiving of it.

Personal contact is vital to the success of the services of the Bureau. Every opportunity should be taken to present the services at conferences, at orientation sessions, in training sessions and in seminars provided by the Bureau itself. Such presentations should be brief, lively, interesting and illustrated with materials that are pertinent to the audience being addressed.

A good messenger service is one of the best methods of informing state personnel about the service provided by the Bureau of State Government Reference Service. A messenger service is a visible result of the Bureau's activities and one that is prized highly by all who benefit from the service.

All information concerning the service should have a direct benefit as a part of the information element. Although all of the methods recommended are relatively inexpensive, each will more than pay for itself through time saved by the personnel of state government and through the performance of an informed state government.

6. Anticipating the Needs of State Government

Probably the greatest service the Bureau of State Government Reference Service can perform for Florida State Government is the successful anticipation of problems that will be confronting the people in State Government. This factor alone, if successfully accomplished by the staff, contributes more than any other to the efficiency of the Service. Such an anticipation means that the Bureau will have available the materials for answering the questions before the questions are asked; information will be available for solving the problems before the problems are presented. To make such anticipation a reality, the staff of the Bureau must foresee possible studies that will be required, legislation that will be considered, conferences that will be called, crises that will arise.

It is essential that the staff of the Bureau know what is happening currently and through experience, events that will take place in the future. It is essential, also, that the staff know the Florida State Government structure and personnel to the fullest extent possible so that the staff members will know what kinds of materials to acquire to meet the anticipated problems. Each state has its own characteristics and the staff should know the Florida State Government characteristics well. A constant study of the State of Florida is essential for all Bureau staff members. They must also know the elements of state government in general and the place of the State of Florida on the national scene.

While all of this knowledge is of vital importance, the staff members must also analyze the economic, social, geographic and other factors that affect the current and future events. This analysis must be a continuing process and the gathering of knowledge about the present as it predicts the future must also be continuing. One of the best guides to the future is the legislature and its concerns. Because the members of the legislature are responsive to the people as are other elected officials, they deal with the concerns of the people. Campaign literature is often helpful in determining future concerns that will come to the Bureau. Legislative considerations and debates indicate the interests of state government.

Staff members should follow the deliberations of any special study committees. These committees or conferences may be held by any branch of government, any level of government; may be held by civic organizations, business conventions, professional societies or industrial conferences. Newsletters from other states, bills that have been introduced into legislatures in other states and bills that have been introduced both in Florida and other states and failed to pass should all be considered by the staff of the Bureau in anticipating the library information, reference and research needs of State Government.

It is vital that members of the staff of the Bureau have time allowed and expenses paid to attend state, interstate and national meetings that are concerned with the governing of the people of the states. An exchange of information and problems with the members of similar reference services in other states is essential to the continuing growth and development of the Bureau of State Government Reference Service in Florida.

7. Meeting Known and Anticipated Needs

The strength of the Bureau in meeting the known and anticipated needs of state government will be only as great as the resources available to meet those needs. The strength of the collection of information, reference and research materials available to it is the greatest determining factor in success in this area other than personnel. In acquiring the resource materials, the staff must keep in mind the services that are required from these materials.

The problems of state government are real problems and affect the lives of many people. The members of the state government are dealing with the activities, the problems, the well-being of society and the total reality of life in the State of Florida. These are concerns of the present so the resources of the Bureau must contain current information, recent happenings, up-to-date knowledge. Because the government is constantly considering the future of the State, the resources of the Bureau must also be of a forecasting nature. In both instances the resources must be practical

for the present and the future but must also contain material that is presently considered to be extreme in its approach. The Bureau must also include in its resources materials of a controversial nature to meet the needs of state government both in the present and in the future. The Bureau must insure that the decisions of state government are based upon continually current information both through the selection and acquisition of materials and also through the accessibility of those materials.

Pronounced characteristics in meeting the known and anticipated needs that the Bureau of State Government Reference Service will have are that the library will have a unique policy, collection, staff, services, procedures, public information, hours of service and flexibility in operation. All of these characteristics place immediacy, utility and expediency first and foremost. The demands on the Service will be, almost without exception, urgent demands with a short time-frame. Flexibility will be, in many instances, the most important characteristic the Service can have as the needs of state government do not necessarily follow an established pattern.

Important also in the Bureau of State Government Reference Service is the need to determine priorities of materials to be maintained and included in the active library. While the standard materials must be available to the staff within the State Library of Florida, the library of the Bureau must be an uncongested working library with only the materials currently required close at hand. Cooperation in all aspects of library service will be of the utmost necessity with the State Library of Florida among the Bureaus and all staff members of the Bureaus. Practical working relationships must, of necessity, be developed that will enable immediate, accurate and satisfactory response to all needs of state government.

While the Bureau of State Government Reference Service will be physically located in the R.A. Gray Archives, Library and Museum Building, satellite libraries should be developed by the State Library of Florida as the occasion requires such development. These satellite libraries should be under the direction of the Bureau of State Government Reference Service. Situations which may arise that will require the development of satellite libraries include: distance from the Bureau's headquarters; specialized library information, reference and research needs over a long period of time; intensive need for specific specialized materials for a short period of time; a high and intense work-load period for a definite period of time; a high and intense research need for an indefinite period of time. Each situation would require a different approach and consultation with the agency personnel involved. In some instances both material and staff would be required for the satellite libraries. In other instances either one or the other would be required. Constant involvement in the needs of state government will be required by the Bureau to decide when a satellite library is needed, the kind needed and when the need no longer exists.

The effectiveness of meeting the known and anticipated needs of the Florida State Government will lie in its speed of action, the completeness of the action, the accuracy of the information, and the rapid availability of published material. The Bureau staff will acquire, organize and make available materials with this goal of effectiveness in mind — currency in every respect including the terminology utilized in indexing and organizing materials. Information contained in the library collection will be of value to state government only if it can be retrieved and retrieved at the moment needed.

8. Efficiency and Effectiveness of the Service

The Bureau of State Government Reference Service will, without doubt, have an increasingly heavy service load and a clientele that has a time limit on their ability to research material themselves because of their on-going state government duties. To serve all the state government personnel who have needs for information, reference and research service on an immediate basis will require that the staff of the Bureau of State Government Reference Service develop the most expedient and effective means for delivery of that service on a basis of NOW.

The detailed indexing of materials in the collection, the practice of having available only those materials that are currently needed, the anticipation of requests with materials already prepared to answer them and a current awareness program to keep the state government personnel informed — all will provide for producing the answer now. In addition, the work of the Bureau can be expedited by having ready for utilization outlines which can be filled in when questions come to the Bureau. By having ready a supply of blank outlines for reports, for answers to requests requiring brief answers and the longer reference answers, the work of the Bureau staff can be immediately expedited. As the service of the Bureau develops, the staff will find that certain types of information are frequently requested so that an outline can be developed for the staff member to fill in the requested information very quickly.

Request forms can also be made available to the state government personnel that can easily develop the statement of the information required from the Bureau. Some such request forms can be developed that leave space for the answer on the form itself when the request is for facts or brief information. Any outlines or request forms should be developed and utilized only when they add to the efficiency and effectiveness of the work of the Bureau through reducing the time of the inquirer making the request and that of the staff member of the Bureau in providing the answer.

The Bureau of State Government Reference Service will also have a need to know facts about state government and officials of Florida State Government that can be acquired only through a

questionnaire type of activity. Such gathering of facts on a current basis once, for a period of time, will be of invaluable assistance to the Bureau and to state government. Among the type of facts that should currently be acquired by the Bureau are biographical information concerning elected and appointed officials; current statistical governmental data; current governmental programs; future governmental programs; present legislative interests; future legislative interests. Such requests for information should indicate the need to have the information on file and should also describe the kinds of services that the Bureau can provide to state government. If there are any specific kinds of services that are not possible for the Bureau to provide, such as legislative bill drafting, and it is possible that such services will be requested, it is recommended that this information be provided to state government and the agency that does perform the service be indicated.

It is likely that the Bureau of State Government Reference Service will receive some of the same questions repeatedly. All questions should receive a complete and accurate answer but to save time and to prevent a backlog of questions developing, a complete and accurate preprepared answer can be provided to the inquirer. Care should be taken, however, to be sure that the answer is also timely. Revision of prepared answers to repeated questions should be reviewed periodically and up-dated accordingly. While form letters, in general, are not recommended for use, the need to economize on time without sacrificing efficiency or personal attention to each inquiry still exists. It is recommended that the Bureau develop guide forms for letters so that a minimum of time is spent both by the professional and by the clerical personnel in correspondence. A quick reply will be possible without utilizing an impersonal form letter.

The Bureau staff will undoubtedly find many means of providing excellent service and still use efficient and effective means of doing so without losing the personal contact that is so necessary in providing library service to state government. A most important by-product of any type of forms, guide letters, recording of answers and collection of facts is the use of all of these in the compilation of statistics to measure the use of the service. Because there must be accountability and cost benefit information constantly available concerning the performance of the Bureau's service, work measurement facts must be available. It is recommended that all statistics for work measurement be kept as simple as possible and in as many instances as possible be available as the result of the recording of work done as it is accomplished. The criteria for all form, outline, guide letter development and statistical recording are: Do they contribute to the speed of the service? Do they assist in the developing of the efficiency of the service? Do they enable the service to be completely effective?

A second type of recording is valuable to the Bureau for the future performance of the service — the recording of elusive information when located. It is not recommended that all requests and all answers be filed for the future or kept for a period of time but the record of the information

located be retained on predecided specific bases. Criteria that can be used include: the uniqueness of the information; the difficulty encountered in locating the answer to the request; the probability that the same request will be repeatedly made; the value of the answer to the current and future collection of the Bureau. If a sampling of the kinds of questions that come to the Bureau is necessary at any time, such an activity can take place for a given period without involving the filing of innumerable pieces of paper with no assurance that they will ever be needed.

9. Personnel Requirements

Because the Bureau of State Government Reference Service is a library service developed for a special service to a special clientele, it will provide services of a specialized nature and will resemble most closely a special library and an information center. These characteristics of the Bureau have a direct relationship to the kind of staffing that is required for the Service to be successful. Required for all of the personnel is a knowledge of state government, government in general and desirable for many of the staff is a political science background. A background in librarianship is essential for those who are performing reference service functions and a background in research is essential for the research specialists. Some of the staff will be required to have specific backgrounds when employed and others will receive training on an in-service basis. The clerical staff should have a working knowledge of Florida State Government to be of the utmost service to the work of the Bureau of State Government Reference Service.

As the staff is developed, generalists will undoubtedly be recruited first rather than subject specialists because staff will be built gradually. In developing an efficient and effective staff, the State Library of Florida will place emphasis on securing staff members for the Bureau who are proficient both in librarianship and research. If a potential staff member is also a specialist in a particular field of knowledge, that proficiency will be of benefit to the information, reference and research service being provided. It is also possible for staff members who are proficient in librarianship and research to develop a specialization through additional training after they join the staff of the Bureau. The need for subject specialists will increase as the work of the Bureau develops. It is recommended that, rather than employing specialists in particular fields, the Bureau identify specialists within the community who can, on occasion, be employed for a particular research need. Such specialists are undoubtedly available in the Tallahassee area because of the fine educational facilities located there and also will be available on a statewide basis. If possible, the generalists selected for the staff of the Bureau should have a background in political science, in public administration, social science or an allied area of knowledge. Through training, after appointment to a position in the Bureau, a librarian and a research specialist both can acquire such expertise. Training in the structure and working of the Florida State Government is an absolute necessity for each staff member appointed to the Bureau of State Government Reference Service.

The Bureau should be staffed with a permanent full-time complement of employees. While the Bureau will have periods of high volume questions, it is better to staff that period with the permanent staff than to utilize temporary staff on a part-time basis. Intense familiarity with the activities of the Florida State Government and the operation of the Bureau by the permanent staff will be of greater value than a larger staff at certain periods who must be trained at a time when such training is not possible because of the work-load. To perform efficiently and to provide effective service, the staff members must be competent in their work, experienced, thoroughly familiar with the activities of Florida State Government, with the materials within the Bureau and the Florida State Library and with other sources of information, and self-confident in their work.

The personal qualities of the staff are of vital importance in the recruitment for the positions. Because service is the only product of the Bureau of State Government Reference Service, each staff member must possess an unusual desire to give that service. Alertness to the needs of people and to the possibilities of resources is an asset for all staff members. Imagination, ingenuity, curiosity, integrity and a wish to improve constantly in all areas of expertise will insure a successful staff. The work of the Bureau is unique, the collection is unique and the staff must have unique qualifications in personal commitment to provide the best possible information, reference and research service to Florida State Government.

As an assistance to the Bureau of State Government Reference Service, both in an advisory capacity and in a liaison role, will be the Advisory Council. The Council should be made up of people who are in an official capacity to be of special assistance to the Bureau in the development of its on-going work and in its current and future direction. It is recommended that the Council that acted as Advisory to the Consultant making this study and developing this report be appointed as Advisory Council to the Bureau of State Government Reference Service.

10. Recommended Position Descriptions

The position descriptions which follow will not be all-inclusive nor is it intended that they should become the job specifications for the positions. The descriptions are simply indicative of some of the guide lines that should be followed to insure that the Bureau has an effective information, reference and research staff.

1. Chief, Bureau of State Government Reference Service

Description:

The Chief of the Bureau of State Government Reference Service plans, organizes and administers the work of the Bureau under the general direction of the Assistant State Librarian. The principal requirement in the performance of the duties of this position is the providing of efficient and effective library information, reference and research service to Florida State Government personnel.

Typical Assignment:

Administers the Bureau of State Government Reference Service through sound planning and organization; supervises the work of the staff of the Bureau.

Develops and implements material selection policies for the area of responsibilities of the Bureau and coordinates with other Bureaus in the Florida State Library in related subject areas.

Maintains close liaison with the Advisory Council and with the State Agency Administrators to insure that all are provided with needed information and service.

Maintains cooperative relationships with other Bureaus in the Florida State Library and with other library and information centers in the Florida State Government.

Maintains an effective working relationship with other libraries and information centers throughout the State of Florida.

Maintains an active relationship with similar libraries and information centers in other states and with the Library of Congress and other federal governmental libraries.

Performs the more complex research and reference services when such assistance is required by the staff to provide effective and complete service.

Appears before groups to describe the activities and the value of the work of the Bureau in relation to effective state government.

Desirable Qualifications:**Education:**

Degree from an accredited library school; Advanced degree in public administration, political science or a field related to government.

Experience:

Experience in administrative librarianship; experience in reference and research service, preferably in governmental work.

Personal:

Ability to maintain cooperative relationships in all areas of work; ability to meet and serve the public; ability to speak before groups.

2. Reference Librarian**Definition:**

Receives and answers reference questions from the state employees in the Florida State Government. Supervision will depend upon the level of the position in the organization. Source of the questions will depend upon whether the reference librarian is serving the legislative branch of government, the administrative, or both.

Examples of Work:

Answers reference questions submitted by state employees, by state agencies, by state governmental committees or by any other individual or groups of individuals related to state government.

Assists in the development of the selection policy for the materials to become part of the Bureau of State Government Reference Service collection.

Selects materials best suited to answer the questions that come to the Bureau and insures that the delivery of the answer is within the required time-frame.

Prepares bibliographies, reading lists, subject lists, current awareness activities and other such duties as the work of the Bureau requires.

Develops public information concerning the activities and services of the Bureau for distribution to state agency personnel.

Provides training in the use of the library for those state employees who wish to carry out their own information, reference and research work.

Requirements:

Education and Experience:

Degree from an accredited library school; courses in fields of knowledge related to government desirable. Reference experience will vary according to the level of the reference position. Reference work in a governmental library is a desirable qualification.

Personal:

Ability to work with the public; curiosity, ingenuity, self-confidence, ability to follow a reference trail to the complete and accurate answer; enterprising ability to acquire needed materials wherever they may be located; ability to speak before groups and to work successfully in a one-to-one relationship.

3. Research Specialist

Description:

To develop research studies of governmental problems and prepare reports as required to meet the needs of the Florida State Governmental personnel.

Typical Assignments:

Assists in the development of the materials selection policy for the areas of responsibility of the Bureau of State Government Reference Service.

Analyzes materials and prepares reports as required by the Florida State Government from materials within the Bureau or from wherever they can be secured.

Collects and compiles materials that will anticipate needs of the Florida State Government for research services.

Maintains liaison with state government agencies to determine the possible research needs and to indicate areas in which research is available or can be made available.

Prepares bibliographies of research materials and detailed indexes of the contents as needed.

Assists state government personnel in doing their own research when such is desired.

Desirable Qualifications:

Education and Experience:

An advanced degree in public administration, political science or an allied governmental field. A degree from an accredited library school and/or specialized work in advanced research techniques. Experience in governmental research or in an allied field.

Personal:

Ability to concentrate on specific problems and to organize research materials into simple or complex terms as needed; ability to work with groups on research problems and to work in a one-to-one relationship; ability to cooperate effectively with people in the field of librarianship and research; ability to work with the public and to provide research training.

4. Library Technical Assistant

Description:

To provide support staff work to the librarians and research specialists. To have a knowledge of the techniques of library work and research work.

Examples of Work:

Develop listings of materials for review by the librarians and research specialists for use in their work.

Acquire and process materials that are needed in the work of the Bureau on a current basis under the direction of the professional staff.

Make preliminary searches in the literature in answer to questions received by the Bureau.

Answer informational questions that are within the training of the position.

Bring together materials related to questions received by the Bureau for the use of the professional staff as required.

Assist in the initial preparation of reports of a varying nature.

Desirable Qualifications:**Education and Experience:**

Graduation from a Library Technical Assistant Course or at least two years in a college of recognized standing. Experience at some level in library work.

Personal:

Ability to work cooperatively with other staff members and with the public. Ability to learn on the job and to advance in the complexity of duties that can be performed.

5. Clerical Staff**Definition:**

To provide the clerical support for the entire Bureau in whatever capacity is required to make the work of the Bureau effective and efficient.

Examples of Duties:

Typing of reports and correspondence; maintaining of files.

Answering the telephone and handling whatever other communication devices are available.

Making suitable and effective referrals by telephone or in person to people within the Bureau and to other Bureaus or agencies.

Providing messenger service with speed and with good public relations.

Desirable Qualifications:**Education and Experience:**

Graduation from high school; some college education is desirable. Experience in working in another Florida State Agency would be helpful or experience in an agency in another state.

Personal:

Ability to work cooperatively under pressure situations; ability to produce acceptable work when the time element is a factor. An ability to meet and work with the public effectively in person and by telephone is essential. Ability to assume more complex work as experience is acquired is a desirable characteristic.

11. Communications for Effective Service

For the Bureau of State Government Reference Service to provide effective service, instant communications must be a reality. Such communications can be accomplished in several ways and many already exist in the State of Florida. The effective and unlimited use of the present communications system will allow for effective information, reference and research service to state government. The telephone directory of the State of Florida, itself, is a vital link to instant communication. Because much of the communication will be among state agencies the SUNCOM network is most important to the Bureau. This is a long distance network dedicated for State Government telecommunications. Other long distance telephoning will use the regular telephone methods. There are a variety of services available through the means of the telephone which can provide fast communication. Because the telephone is voice communication, no written message is involved except for the notes taken at the time the message is transmitted. It is anticipated that much of the work of the Bureau will be carried out through telephone communication for receiving or sending or both. It is vital that the Bureau constantly explore the latest, most up-to-date, effective and economical means of utilizing the telephone as an instant communications device.

With the use of the teletypewriter a written message is involved. This is an advantage in that less chance for misunderstanding occurs and a record of the transaction is made at the time that the service is requested and received. If the request is for information only, the amount of time that is consumed is that of typing the request, locating the information and transmitting the answer. Through constant refinement of the procedures, forms can be developed that fully utilize the teletypewriter in the most effective means possible.

Telefacsimile provides the delivery of the text of materials as well as other information. The type of material that can be sent rapidly and cannot be transmitted in any other way except by having the material in hand includes: engineering and architectural drawings; pictures; musical scores. The advantage of telefacsimile is that the text of any material can be sent without error and the original material remains in the library for others to use. The utilization of telefacsimile should be explored by the staff of the Bureau to determine its adaptability to the work of the Bureau. Again, as with the telephone and the teletypewriter, the staff should explore the latest equipment, its versatility, its flexibility and effectiveness in the service of the Bureau as it develops.

Often the best means to deliver materials is by sending the actual item or a copy of the text through the U.S. mail service. This service varies as to the location of the destination of the materials but the Bureau can determine through working with the postal service how best to utilize the U.S. mail service. Many areas also have a commercial delivery service which can be utilized if it is not too costly.

Within the Tallahassee area, a special messenger service provided by the Bureau itself will be the most effective means of document delivery. It will be found as the service of the Bureau develops that the messenger service is economical when compared with the time that is saved and the information that is provided.

All of these methods can be utilized by the Bureau for each supplements the other so that maximum speed both in communicating and document delivery can be effected by a combination of methods.

12. Summary of Recommendations

1. The State Library of Florida should be available for providing a rapid flow of information, reference and research service to the state departments of government and their personnel.
2. The service to state government personnel should be able to provide immediate delivery of information, of documents and have the capability of anticipating needs for the service.
3. The response to state agency and personnel needs for information should be immediate and the information should be provided in whatever form is appropriate.
4. Adequate funding should be made available to the State Library of Florida to provide the materials, personnel and services for making available to the Florida State Government the information required in its work.
5. The State Library of Florida should provide the information and coordination required on a comprehensive basis to provide information, reference and research service to large numbers of people from a large collection of materials.
6. A Bureau of State Government Reference Service should be established in the Florida State Library and funded to provide the needed library information, reference and research service to state government personnel.
7. The Division of Archives, History and Records Management should continue to provide its specialized services.
8. The Division of Legislative Library Services — the Legislative Library should continue in its present capacity.

9. Specialized agency libraries presently developed on an operating basis should continue to provide specialized materials and services.
10. The Bureau of State Government Reference Service should act as the Information Center for Florida State Government and as a Coordinating Agency in its relationship with the present specialized state agency libraries and information centers.
11. The Bureau of State Government Reference Service should be established directly under the Assistant State Librarian, staffed by twelve positions — with funds for materials, communications and operations.
12. The Bureau of State Government Reference Service should be established immediately with a minimal staff and developed in a series of stages over a period of years. It should become completely effective in five years or less.
13. The Advisory Council that was available to the Consultant during this study should continue to be advisory to the State Library of Florida's Bureau of State Government Reference Service.
14. Additional resources should be immediately available from a large research library with staff from the Bureau of State Government Reference Service headquartered in that Library. It is recommended that the first library collection to be so utilized be that of the University of Florida Libraries at Gainesville, Florida. The same or a similar plan can be followed with other research libraries as needed.
15. Because the collection of the Florida State University Library is vitally necessary to the library service to state government personnel, it is recommended that at least two of the staff members employed by the State Library of Florida Bureau of State Government Reference Service be trained by the Florida State University Library staff to utilize its collection to supplement the collection of the State Library of Florida in serving state government personnel.
16. Because the collections of the State Library of Florida will not always be immediately available to state government personnel located in another area of Florida, it is recommended that the public libraries in Florida develop collections and personnel to meet the working needs of the personnel located in the service area.

17. Many of the state government personnel are located in areas distant from the State Library of Florida and distant from any public library. It is recommended that the Bureau of State Government Reference Service give special attention to the needs of these employees and in determining their needs and answering their inquiries.
18. It is recommended that state funding be allocated to the State Library of Florida for the library information, reference and research service over the five year period beginning in Fiscal 1977 in the amount of \$625,000 which is the estimated amount that will cover the total funding for the full complement of personnel and an adequate collection of materials. It is recommended that the State of Florida continue at least the same comparable level of funding for on-going years.
19. Satellite libraries are recommended for establishment when, in the combined judgment of the Bureau Chief of the Bureau of State Government Reference Service and the state agency involved, such seems necessary. The satellite libraries will be under the direction of the Bureau of State Government Reference Service.
20. It is recommended that the Bureau of State Government Reference Service indicates clearly to the state government all of the library information, reference and research services that can be provided. It should also indicate clearly any needed services that cannot be provided by that Bureau and make referral to the agency or office that does provide the particular service.
21. Guide forms should be developed by the Bureau of State Government Reference Service to increase the effectiveness of the Bureau and reduce costs. In so doing, however, the Bureau should not become impersonal but rather maintain its personal service to state government personnel.
22. All statistics for work measurement for the Bureau should be kept as simple as possible. Wherever possible, they should be the result of the recording of the work as it is accomplished.
23. It is recommended that questions and answers not be filed as a routine procedure but that, if a measurement is needed, such measurement be done on a current sampling basis.
24. Generalists rather than subject specialists should be employed in the Bureau of State Government Reference Service in order that the full potential of the staff be utilized at all times.

25. The Bureau of State Government Reference Service should be staffed with a full complement of staff at all times rather than staffing with part-time staff at peak load periods.
26. The staff of the Bureau of State Government Reference Service should make a continuing study of communications to insure that the most effective and efficient means of sending answers to questions is being utilized and that the most effective and inexpensive means of document delivery is being employed.
27. A priority item that is recommended is the establishment of a fast, efficient messenger service within the Tallahassee governmental area to provide for speed in answering requests for materials and reports.
28. The staff employed in the Bureau of State Government Reference Service should have education and experience in librarianship and research and should have the commitment to fast, accurate and complete information, reference and research to state government personnel.

**ADVISORY COMMITTEE ON LIBRARY SERVICE TO THE
STATE GOVERNMENT OF FLORIDA**

Department of State	Bruce Smathers Secretary of State
Governor's Office	Jim Apthorp Senior Executive Assistant
Department of Administration	Lt. Governor Jim Williams Secretary of Administration
Department of Health and Rehabilitative Services	O. J. Keller Secretary of HRS
Department of Commerce	Don Spicer Secretary of Commerce
Committee on Governmental Operations Senate	Senator Ken Myers Chairman
House	Representative Robert Hector Chairman
Florida Library Association	Edward Sintz President
State Library Advisory Council	Eugenie Suter (Mrs.) Chairman
Clerk of the House	Allen Morris
Joint Legislative Management Committee	Gene Baker Director
State University System	Dr. Paul Parker Director, University-wide Programs, Board of Regents
Division of Archives, History and Records Management	Robert Williams Director
Department of Education	Ralph D. Turlington Commissioner
Ex-Officio	
State Library of Florida	Cecil P. Beach State Librarian
	Barratt Wilkins Assistant State Librarian

APPENDICES

1. Alternate Plans for Providing Service to State Government

Before making the decision on the recommended plan for providing library information, reference and research service to state government personnel, other plans were considered. One of the methods that was considered was the establishment of a liaison librarian within the framework of the State Library of Florida organization. The work of the liaison librarian would, for the most part, consist of coordinating present specialized libraries or acting in a liaison capacity, organizing libraries within the various state agencies as the need arose, provide consultation concerning the organization and service an agency library should perform and organize libraries as needed and train personnel to maintain the libraries.

While such a plan, when implemented, would provide some assistance, it appeared from a review of the present situation with the many libraries and collections of books within the State of Florida government that a considerable number of staff would be required in the Florida State Library for this work; that the same organization and training would have to take place repeatedly as personnel changed within the state government. In some instances, to organize and train staff for a small library in an agency would require from six months to a year of work because of the complexity of the materials involved. In other agencies, libraries had been set up at some time in the past but the personnel in charge had moved on to another position so the library had deteriorated into collections of unused but valuable books. Several of the libraries were effective but for the most part all were understaffed and underfunded. Many had no identifiable budgets at all.

To provide a liaison librarian to work with the libraries and book collections already in existence would only perpetuate a present situation which could only grow increasingly worse because one person could not possibly cover all of the libraries in State government and could not possibly change unattended book, pamphlet and report collections into ongoing working libraries. While the State Library of Florida could still continue its present service to state government and its special service in the State Capitol during the legislative sessions, neither the staff nor the collections are presently sufficient to provide the service needed and desired by state government personnel.

The most serious situation that would continue to exist under the liaison-only arrangement is that of inequality of service to state personnel. To provide library service to all personnel in state

government requires a reasonably large staff, an adequate collection, predetermined referral points and adequate space. The availability of library service to all state personnel is not a reality unless these requirements are met. To provide a liaison librarian only in the State Library of Florida would not meet these requirements.

A second alternative considered was the developing of a network of state agency libraries. In such a plan, the State Library of Florida would act in a liaison capacity, as a clearing house, a referral service and as a point for delivery of library service. The State Library of Florida would take the initiative in developing such a network and maintain the network on a year-round basis.

A network of state agency libraries would be an improvement over what now exists but it would not answer the needs of state government for information. Additional funding would be required for all libraries in the network for accomplishment of effective results on a statewide basis. An advantage of the network system over the present library service available is that each library would know what the other library has and it might be possible for the libraries to complement each other in collections or to at least supplement each other. It appears, however, from a review of the present needs and services, that a strong, effective and efficient plan of library information, reference and research service is required. The network of libraries would only link those libraries and book collections together which now exist and would not add to the strength of the total materials. Neither would it provide a focal point for the service nor provide library information and reference service to all state government personnel.

The network plan has a serious defect in the linking together of presently inadequate collections, numbers of staff and space. Also, such a plan would not necessarily provide service to all state agency personnel because of the statewide location of that personnel. Unless each state agency and divisions in that agency maintained an adequate library staffed by an adequate number of qualified personnel, some state agency personnel would not have access to library service. The duplication of materials and services would be a necessity in a network plan because many of the materials which are needed can be made readily available from one location if the service is equally available to all.

A third alternative that could have been developed into a plan of action was the placing of all library information, reference and research services in the State Library of Florida. Although such centralization has many points in its favor, centralization of services also has weaknesses when it occurs after another pattern is already performing services.

Centralization of services for all library information, reference and research would provide administratively for the development of library services in effective organization. All staff, materials and services would be brought together in an agency which has library service as its total purpose.

The State Library of Florida presently provides to State Government books and documents that are related to the work of state government. New books that are judged to be of interest to the agencies are listed each month and the list distributed for their information. Material in other libraries is borrowed on interlibrary loan. The staff of the State Library of Florida assists state government personnel in finding information in the library. The requests for research come to the library by telephone or letter most often and usually involved the United States or Florida documents collections and the Florida history collection with some use of the general collection and periodicals. The only time limit that is placed on finding the answers to research questions is the availability of staff and of resources. Information questions are answered at the State Capitol at the State Library of Florida Information desk during the regular sessions of the Legislature. The State Library of Florida accepts referral inquiries that come from other agency libraries and refers agencies to sources of information that the State Library of Florida cannot supply.

Undoubtedly the State Library of Florida could take on the services of the specialized libraries in other agencies but such an organizational change appeared to be unnecessary in structuring a plan for the development of total adequate library information, reference and research services. Specialized materials now exist in well organized libraries and information centers in some of the agencies with specializations that reflect the work of the agency in which they are located. If all specialized library services were to be organized under the State Library of Florida, such libraries would, of necessity, have to be provided to each agency. The goal of the program of library information, reference and research service plan is to make the access to such service equally available to all. The plan developed will accomplish this by establishing a Bureau of State Government Reference Service in the State Library of Florida which will provide service, make satellite libraries available when needed — in its function as an Information Center; it will work with the well developed specialized libraries in its function as a Coordinating Center.

In addition to the three alternatives listed above, state governments provide library service to their personnel in many patterns of service and organization. Usually, the patterns of service and the structure is based on the organization of state government and the manner in which the answers to the needs for library service have developed in a particular state. In Florida, the plan developed in this report is based on present library service available to state government personnel but provides a strong and improved structure which, with adequate funding, will serve well the needs of the state government personnel, statewide, in the way that is best suited to the State of Florida.

2. Development of the Recommended Plan

To improve library and information service to state government in any given situation, it is first necessary to know the service that presently exists or does not exist — where such services are or are

not available. The first part of the development of a plan of action for Florida by the Consultant employed to develop such a plan was a survey of the present services without developing any evaluation of them but rather compiling an inventory. The place and the role of library service in the structure of organizations, the principles and objectives as well as the functions, the structure and staff, the acquisition policy and the character, magnitude and composition of the collection were all reviewed. Taken into consideration in the planning for the future, also, were the facilities, the bibliographic and current awareness activities, publications programs, public information systems and the funding of the operations. In any state, local or federal government, some organizations maintain separate and autonomous departmental libraries and information centers as well as a central library. Such is true of Florida State Government in providing library and information services. As a result, some of the questions asked by the Consultant were -- of what consequence is each of the libraries, information centers or collections of materials in the total library service to all state government personnel. In some instances, one library serves a single agency and in other situations, several agencies are served by one joint library; many agencies have only an unorganized and unattended book collection; the majority of the agencies have no library service available to them within the agency itself; all state government staff does now have the State Library of Florida available to them but the staff of that library is not adequate in numbers nor is the collection adequate in breadth or depth to provide service to all. Through a directory of state agency libraries compiled by the State Library of Florida, it is possible to identify these libraries and to note that, while library service is accessible to some governmental employees of the State, it is not accessible to all.

The entire study and report is devoted to the needs, resources and future plans for library information, reference and research service to state government agency personnel in Florida State Government. All effort was addressed to the problems that exist -- that, while library information, reference and research service exists for some, it does not exist for all and that the present services are inadequately funded. The premise established through experience in working with library service to state government personnel and through a recognition of the State of Florida's interest in service to its state employees is that library information, reference and research service plays an important role in the State Government of Florida; it is vital to the employees working in that government.

An Advisory Committee on Library Service to State Government was appointed by Secretary of State, Bruce Smathers, to act as an advisory council to the Consultant. The Consultant met with the Advisory Committee early in the three week on-site visit to libraries concerned with service to Florida State Government. A position paper was presented to the Committee outlining the proposed study, the goals of the study and the fact that a report of a plan of action would result from the study. The proposed method-study with state agencies and personnel was presented. This consisted primarily of proposed on-site interviews with a member of each of the State Agencies and

the answering of a one-page questionnaire, **State Government Agency Profile**. The proposed method of study with state agency information sources was also presented. This consisted also of on-site interviews with the state agency library or information head and the answering of a questionnaire, **Library and Information Service Agencies Profile**. The proposed schedule of visits throughout the state agencies, the state agency libraries and information centers and selected public and academic libraries throughout the State of Florida was also made available to the Advisory Committee. The Consultant also reviewed with the Advisory Committee the potential needs of state government for information sources including adequate staff in both number and expertise; the provision and utilization of effective communications means; immediate delivery of documents; the immediacy of access to required information, reference and research service; requirements for adequate informational and research materials.

In studying the information needs of the state agency personnel, the Consultant provided each agency with a simple questionnaire concerning the needs of that agency and conducted on-site interviews throughout the government offices of the State in the Tallahassee area. The present resources available to state agencies were reviewed as well as the information needs of those agencies. In studying the present information sources the Consultant provided each state agency library and information center with a simple questionnaire concerning the information sources in the libraries and information centers accessible to state government employees. Public libraries and academic libraries in the Tallahassee, Gainesville and Miami areas were also included in the study of information sources.

Three seminars were held to which all state agency personnel were invited. Three subjects discussed were: Needs and Resources of Florida State Government; How the needs are being met; Planning for the future in meeting the informational needs of State Government in Florida. The seminars were attended with representatives from the following governmental agencies: Division of Planning; State Library of Florida; the Legislative Library; Family Services; Division of Economic Development; Coastal Coordinating Council; Department of Community Affairs; Division of Vocational Rehabilitation; Division of Natural Resources; Division of Administration; Department of Legal Affairs; Division of Aging; Division of Children's Medical Services; Public Service Commission; Bureau of Geology; Health and Rehabilitative Services; Division of Planning and Evaluation; PIMS Learning Center, Florida State University; FERIC, Department of Education; Department of Commerce; Department of State; Department of Pollution Control; Florida Board of Regents; Department of Education; Division of Economic Development; CMSC, Department of Education; Department of Criminal Law Enforcement; Comptroller's Office; Division of Personnel; Parole and Probation Committee and the Division of Retardation. Because it was not always possible to record all attendees, the list above is undoubtedly incomplete but is representative of the broad spread of informational needs included within the seminars. At the close of the three weeks

of on-site visits, the Consultant brought together all of the state library and information center heads to discuss the events of the three weeks in relation to the study and to the report of that study.

Through the intensive study of materials available to the Consultant on Florida State Government and the interviews, seminars, questionnaires and group meetings, the significant and constructive function of adequate library information, reference and research service was emphasized. The primary function of the service would be to enable government to obtain with the greatest possible speed, economy and convenience the materials and information needed in the performance of its work. The clientele of the service would be those serving state government as far as possible. In the library information, reference and research service developed, the people serving state government in Florida would have absolute priority in the development and the delivery of the service.

In making the service one that is obligated to serve state government personnel, the acquisitions policy, reference, information and research services, the indexing services and the staffing of the service are dictated by this obligation. The library has a purpose that is quite different from that of the general research library for the library will be shaped by the needs of the personnel and activities of the governmental agencies that it serves. The services of the library will be its chief feature — reference and bibliographical services. Its purpose will be to maintain constantly an up-to-date working collection of materials rather than building a large collection of books. The working collection should be limited to material that has a bearing on the interests and activities of the state governmental agencies as well as representing all points of view. The organization and arrangement of the materials should be developed with speed of retrieval as the goal and such work should be accomplished immediately upon receipt of the materials. The staff will have to be aggressive both in acquiring materials and making the service available. The library cannot be a technical library of modest means, limited service and with a specialized clientele; it must be a reliable information center with the resources and services speedily available to state government. In addition, the staff must know the structure, the organizational purpose and the activities of Florida State Government and how it operates in the current environmental setting in the State and in the total universe of information, knowledge, and activities as they affect the State of Florida.

3. Characteristic Needs for Library Information, Reference and Research Service to Florida State Government

a. Among the present sources of information for library information, reference and research service as indicated by state agency personnel in Florida were: Information compiled by related state agencies; journals in the field of interest; current books in the field of interest; resources of

other state agencies; the state university libraries located in Tallahassee library resources; regional groups in related fields of interest; local groups in related fields of interest; library of own agency; State Library of Florida; Leon County Public Library; commercial advertising of new books; publications of industry; vendor catalogs; publications of own agency; extension services; clipping services; federal government.

b. Some of the unmet needs of state agencies for specialized information were indicated to be: Up-to-date publications, especially in the area of quick reference materials such as almanacs and directories; books, periodicals and reports of a technical nature in specific fields of knowledge; professional society magazines; up-to-date accurate information on all phases of the subject matter concerning the work of the agency; centralized information service for the agency; accurate and current information, in some cases in specialized areas, on the State of Florida; information support services both specialized and general; location service to information; referral service to existing information; statistical data.

c. Included in the documents, reports or other publications listed as the most important were: Statistical data; professional publications; books, reports and journals in technical areas in the fields in which the agency operates; financial information; consumer oriented literature; regulatory information in the field of operation; all journals in the technical field in which the agency operates; material on land use, housing and housing construction costs; scientific technical reports on all natural resources and allied fields; government publications in the area of activities of governmental agencies both from the federal government and from other states; technical information on communications and related fields; information on banking; directories of groups in Florida in areas related to state agency operations.

d. Some of the services that state agencies indicated would be helpful to them in their work are: Ordering of books and articles on request; providing copies of books and articles requested; have immediate availability of copying of pages of materials; materials search of other libraries; telephone reference service; referral requests for information and reference service; delivery service of materials requested; access to publications of other state agencies, of other states, of the federal government and educational publishing in the field of interest; bibliographic searches; subject bibliographies prepared; network information services with other libraries; network information services with other states in the same area of work; with government agencies and other such informational services; reference services; organization and coordinating of existing collections and personnel to staff the collections; specialized subject bibliographies prepared; useable current statistical data on Florida; reference books; back issues of newspapers and magazines; copying facilities readily available.

e. Special needs for materials and information that were indicated included: Economic statistics on a state and on a regional basis; adequate funding for the acquisition of informational items, as needed, that cannot be acquired on interlibrary loan or on a no-cost basis; current and well-documented information on a particular area of interest material; resource materials and data needed on a daily basis; useable and current information in communications.

f. Suggested types of services that would be helpful include: Circulation of lists of books and other literature available; circulation of synopsis of books and articles upon request; improved interlibrary loan service in terms of turn-around time; accurate knowledge of materials available in present agency libraries; accurate knowledge of material available in the State Library of Florida; information concerning material available in agency libraries and in the State Library of Florida of particular interest to the agencies of state government.

g. Additional comments on library information, reference and research services that would be helpful to state government in Florida included: Service to state government such as that received by members of Congress from the Library of Congress; people response capability; service in which telephone calls could be placed requesting all data on a narrow topic and have this information compiled in a relatively short period of time; a similar service on request through any type of media; emphasis in the State Library of Florida placed on building a collection relating to current Florida governmental activity and associated information reflecting that activity; current material in the State Library of Florida available on an immediate basis to reduce research time in state agencies requiring the information; immediate access to basic information in the State Library of Florida required in specialized fields for undertaking research studies; a centralized center to oversee the acquisition, organization and coordination of materials with a central union catalog showing the location of materials; every kind of information service is needed as the state government is located in so many different places and covers all fields of knowledge; research assistance by subject and/or topic.

4. Characteristic Patterns of Service Presently Available

a. Among the services provided by libraries and information centers in state government presently are: The lending of references, books, research materials in specific fields of interest; some of the agency libraries provide the services primarily or solely for the agency in which located; reference assistance is provided and limited bibliographic development; photocopying service; collection of materials for staff support in specific agencies with current awareness service also available; in some agency libraries bibliographies are prepared, information reports made in depth and a newsletter and acquisition list is provided to the agency personnel; regional libraries provide information to all who

request information in that region; regional information concerning Florida is made available by some libraries; a few of the agency libraries provide information to all who request information in the particular area of interest of that agency; some material is provided to libraries on a back-up basis; some of the libraries provide assistance to those who come to use the library or telephoning regardless of relationship to the agency; library service in extensive research often consists of finding and assisting in the use of materials; information is provided by some agency libraries on reference and research on Florida law, cases and statutes; clipping service and film rental are available in some agency libraries to that agency; the Florida Educational Resources Information Center is a research oriented dissemination system; Books for the Blind Service, Talking Book Library is a part of the Division of Vocational Rehabilitation.

b. Several of the state agency libraries provide information on request to the legislative branch of Florida State Government. In some instances it is special information and a research service in the particular area of competence of the agency library. Some public libraries serve the legislators located in their geographical area between sessions, providing reference service on legislative work. Some academic libraries provide the same type of service on request; others provide a back-up service to other libraries. FERIC (Florida Educational Resources Information Center) provides service to the State Legislature. The State Library of Florida provides an Information Center with the purpose of coordinating and interpreting for state legislators and staffs the various sources of information with the state government. The flyer describing the service states — "The Information Desk provides all the services you might request from any public library." The information center has been located in the Capitol Rotunda between the House and Senate Chambers. The Florida Legislative Library was created to maintain a legislative reference room and working library of adequate size to serve the Legislature. It is a combination law and public administration library. In addition to the headquarters location, a collection of materials is made available to the legislature within the State Capitol Building.

c. Some of the agency libraries have a secondary source of automation as they access computerized data banks in other agencies and make the pertinent information available within their own agencies; in other of the agency libraries, automation is basic to their services; in some of the agency libraries of the state, the work toward automation is in progress; some of the libraries use data-based vendors or libraries that are automated but outside the Florida State Government; in general, automation does not have a large part in the provision of library service to State Government in Florida at the present time but future plans often include some type of an automated system.

d. Usually the agency library has a comprehensive collection of materials for use in its special field of interest and has titles that specifically relate to the agency's work. Some of the materials in the comprehensive collections are self-generated in answer to problems that have currently come to the

attention of the agency. The types of materials that are included are professional journals, trade periodicals, institutional serials, government publications, maps and general and reference books. The State Library of Florida is a depository for both the United States and the Florida documents and has a comprehensive Florida history collection. The Legislative Library acquires and maintains an up-to-date varied and balanced collection. Materials are evaluated on the basis of their current relevance in meeting the needs of the members of the State Legislature. Several legal libraries exist throughout the state government. The nature of their collections depends, to a great extent, on the clientele they are serving. Materials from other states and the federal government are often included when the specialization of the library relates to a problem that is universal. Materials and informational answers are provided to state agencies on a variety of subjects and reflect, to a great extent, the current interests of the people. Consumer information is in great demand in all areas of the subject that reflect the protection of the consumer. Historical questions concerning Florida at various periods of time are frequently asked. Statistical data are in great demand in every area of concern. Questions for information of every type come to the libraries and information centers. Inadequate funding is a limiting factor in the providing of this library service to state government throughout the State of Florida.

5. Basic Assumptions for Information, Reference and Research Service to Florida State Government

1. The State Library of Florida will improve and upgrade the information, reference and research provided to state agencies and personnel in the Florida State Government.
2. To provide the service required by the Florida State Government, The State Library of Florida will develop a comprehensive, rapid and accurate flow of information to the state agencies and personnel in Government.
3. Such a service requires additional personnel at all levels of effectiveness necessary to provide these improved services.
4. The services will be given Bureau status with coordination with the other bureaus of the State Library of Florida but especially with the Bureau of State Library Services and the Book Processing Center within the State Library of Florida. The Service will utilize the entire state library collection of materials as needed.
5. The Service will coordinate outside the State Library of Florida through utilizing the expertise of the personnel of the specialized libraries, the Legislative Library, the Division of Archives, History and Records Management, specialized personnel throughout the State Government and will also provide the back-up services necessary to these libraries, personnel and Divisions.
6. The Bureau of State Government Reference Service will be developed in phases in the State Library of Florida so that a solid foundation will be established for the entire Service. The phasing in will begin in 1977 and will be completed by at least fiscal 1980.
7. The Service will provide the necessary materials for State Government in the form of books, audio-visual materials, computer access, unpublished data as well as other library materials. Funds, in addition to the present budget, will be provided for materials, operating expenses, communications, book processing and personnel. All members of the Bureau of State Government Reference Service will be responsible for recommendations for the acquisition of materials to meet the needs of the Service. The materials will be available in sufficient copies to meet the requirements of state government personnel.
8. The Bureau of State Government Reference Service will provide a specialized type of service utilizing the comprehensive collections of the State Library of Florida and other resources available to the State Library of Florida. This specialized type of service will include: immediate information

service; current awareness programs; specialized reading lists in anticipation of needs and in response to requests; purchase of materials requested by state personnel in response to needs in their work.

9. The Bureau of State Government Reference Service will be charged with the functions of serving as an Information Center and as a Coordinating Center for providing service to State Government.

10. Liaison will be maintained with all branches of government with adequate back-up service personnel available to guarantee the delivery of the needed information or document.

11. Liaison will be maintained with the state agencies services of other state governments, with the Library of Congress and other federal government libraries and information services.

12. Arrangements will be made by the State Library of Florida to have additional services available from the University of Florida Libraries at Gainesville and back-up services from the Florida State University Library. Funding, in addition to the present budget, will be available to insure these services are accessible to state government.

13. A messenger service will be established that will insure delivery of documents to the state offices and enough telephone lines will be available to state agencies to enable them to give and receive information quickly.

14. A part of the coordination of the Bureau of State Government Reference Service will take the form of regular meetings with the personnel in charge of other state agency libraries and materials collections. This type of coordination will begin immediately and continue, at least, until the actual service can be established through the employment of additional personnel.

15. The coordination will also include an awareness of the collections developments of the many libraries and resources of materials available developed in the State Government. This will insure that the materials are available that are needed and that low-use materials are not unnecessarily duplicated.

16. As the program develops, the State Library of Florida, Bureau of Government Reference Service will hold workshops and seminars for all personnel involved in information, research and reference service to state personnel. The participants in the workshops and seminars will include personnel in libraries statewide that have the need-to-know state governmental information requirements and/or who can provide expertise to the workshop or seminar.

17. Workshops and seminars will also be developed for state government personnel to acquaint them with the resources that are available to them and how they can have immediate access to them.

18. Consideration will be given to the placing of a Librarian II plus clerical assistance in one or more university or research libraries in the State of Florida, in addition to the University of Florida Libraries at Gainesville to provide information from those libraries that is not available in the State Library of Florida but is required by the State Government.

19. The State Library of Florida will develop a consultant group of State Agency personnel and other people with specialized knowledge, to whom that library, itself, can refer or to whom the staff of the Bureau of State Government Reference Service can refer state government personnel in addition to the information that will be available through libraries and other sources.

20. The personnel in State Government and the agencies that will receive the library information, reference and research services from the State Government Reference Bureau of the State of Florida Library will be in any of the three branches of government: Administrative; Legislative; Judicial.

21. The personnel receiving the service will be located in the State and in Tallahassee; in the State outside Tallahassee; out of State location such as in the federal government but related to problems of the State of Florida government.

22. The estimated results of the development of the library information, reference and research service to state government are that the personnel in state government will have an easy access to this service which will facilitate their performance of state work both in speed and in competence. The good service, speedy and accurate, will accelerate the volume of inquiries that will be received by the Bureau of State Government Reference Service. As the volume increases in the Bureau so will the resources and the expertise of the staff assigned to the Bureau. There will be a direct relationship between the satisfaction of the state government personnel and the increased staffing, increased resources of the Bureau and of the increased competence and performance of the staff of the Bureau.

6. State Government Use to Be Made of the Library Information, Reference and Research Service

The services provided to state government through the plan outlined will provide unlimited information for the state government personnel of the State of Florida. Through the books, journals, magazines, pamphlet reports, unpublished data and a variety of other sources the Bureau of State Government Reference Service will be of very great help. Besides informational material, reference and research materials and assistance will be available.

The services can be utilized by visiting the library and utilizing its services without assistance, with the advice and help of the staff or utilizing both methods. To see the library and its materials is of great assistance to state agency personnel in making use of the resources.

The telephone service will be available for unlimited use for information questions or to place a reference or research request. In some instances a telephone request can be made but the information will be provided in a written form to prevent error or for some other practical reason.

The library information, reference and research service can be put to good advantage through the use of the request forms that will be provided by the Bureau of State Government Reference Service. The forms can easily be filled out and delivered in person, by mail or by messenger service.

The U.S. Mail is another means that can be used for acquiring the service needed. A letter written to the Bureau describing the materials needed will bring that information. It is helpful if a time element is indicated as well as the kind and amount of information required. The more pertinent information that is provided to the Bureau, the speedier the answer will be and the more satisfactory to the inquirer it will be.

The Messenger service that the Bureau will provide will make an immeasurable difference in the time and effort saved both for the inquirer and the answerer. An efficient delivery of information or document is a means of communication that is invaluable in providing effective service.

Many types of services will be available through the Bureau of State Government Reference Service. In addition to special services such as current awareness information, subject bibliographies and other such services, the library will have many standard information sources that will be of assistance. The card catalog itself is an information source to subject after subject as well as specific materials or information about those materials. Computer printouts can be of great assistance also as they will provide a listing of current information or information compiled in a variety of ways.

Indexes in addition to those provided by card catalogs and computers are invaluable aids in research. The indexes to periodicals are numerous and range from the most popular of magazines to the most technical of obscure journals. Indexes of newspapers range from the indexing of the contents of the large daily newspapers to the financial newspapers.

Abstracts are essential to the state government personnel interested in research. In many instances the abstract itself will satisfy the need of the researcher and in other instances the search will require that the actual article be available in full. Either will be available. Abstracting services cover a wide range of subjects from the most technical to those that are directed primarily to the interests of government: executive, legislative and judicial.

Directories provide information that is concise and accurate. They must be up-to-date to be of value. While it is true that the older issues of directories will be used, the main concern of the Bureau will be to insure that all of the directories required are available and in the latest edition. Consultation with the various agencies of government by the staff of the Bureau will insure that all directories required are available in the Bureau or in satellite libraries.

Government Publications are basic reference sources for state government personnel. Bibliographies are published in government publications and many of the most valuable facts are included in these publications. Among the most needed information are the publications containing census data. United States publications will be available as will Florida documents. United Nations publications will also be available as will the publications of other states and of local and regional governments. Much of the information needed will be available only through computer printouts and some will need to be compiled from the sources themselves.

Statistical Materials will be available from the government and from private sources. Many of the journals and periodicals indexed and available for use will contain needed statistical information. Each agency will have some statistical information of certain types that it needs frequently so the staff members of the agencies will be invaluable in providing information concerning the kind of statistical data needed and where they can be located. Up-to-date information will be required daily of a statistical nature and will be readily available.

Legislative Information will provide knowledge of legislation that is currently being made or has recently been enacted in the other states and at the national level. The details of legislation that was and is being proposed will be available as will the discussions that were held while the legislation was being enacted or the proposed legislation being defeated.

All questions will be anticipated as far as it is possible to do so. There will always be the inquiries

that cannot be predicted by anyone but the answer is needed immediately. Rapid communication with sources of information and document and fast delivery will provide the answer needed in the time-frame required. For information that does not have a close time limit, for reference questions or research projects, interlibrary loans will be of the greatest value. Interlibrary loan does not, of necessity, require a longer time span than other types of library service. Such loans can be made as speedily as any other type of document delivery. The situations do exist, however, where time is required to locate the information or item within a library or an information center and actually to receive the publication or publications. The referral service of the Bureau of State Government Reference Service will also be of value to the inquirer. While the material may not be located in the Bureau itself, the staff of the Bureau will be able to make a referral which may possibly be at a location nearer to the inquirer than the Bureau itself. The need may be for information that is, as yet, unpublished but can be found in another governmental agency, in a private research association, a trade organization or in business or industry.

Because the publication in its entirety may not be required by the inquirer, the information, such as statistics, specifications, drawings and diagrams may be made available as the copyright law permits. Much of the materials that are required by state government will be primary source materials which can be compiled as needed and made available through a copying service. A copying service will be available to the state government personnel for their use in the Bureau and in satellite libraries if the use justifies that the service be made available. Combining library information, reference and research use with other agency use may well justify the placing of a copying service in a satellite library.

In selecting materials for the Bureau of State Government Reference Service, the staff of the government agencies will, of necessity, need to assist the Bureau staff continually with selection of materials. The Bureau will acquire what the state government personnel wants and needs as that is its reason for developing a service. The library reference, information and research service will provide 100 per cent performance in answering inquiries. Such a percentage can be assured because the Bureau will act as an Information Center in providing the materials, acquiring the answer, providing interlibrary loan, or assisting as a referral service; because the Bureau will be a Coordinating Center, as such it will have the information concerning what is available and where it is available. When completely funded, the Bureau will provide this complete service. To assure that what the information agencies want and need is available, the agencies must let the Bureau staff know of the needs. Because there are many experts in various fields of knowledge, that expertise, in addition to the specialized knowledge of the staff of the Bureau, will insure that information on all fields of knowledge is represented in the Bureau's service. Not only will such assistance be helpful in materials collection but will also be in the identification of new developments in all the fields of the activities of State Government. The Service will be just as helpful as the services it provides, its

communications, and its facilities as well as its materials and staff. It is important that the Bureau of State Government Reference Service and all the service points in the State keep up with the newest developments in all fields of knowledge. The Bureau will reflect in its collection and in its information and coordination the needs and the wishes of the State Government of Florida.

The Bureau's development is directly related to its ability to perform successfully those functions for which it was organized. As the Bureau is finally developed with its full complement of staff and its full collection of materials and means of communication, it is important that state government personnel and the Bureau itself continue in its developmental process. As the Bureau grows older, a natural aging process can take place and its effectiveness can be reduced unless there is a constant evaluation by both State Government and the Bureau itself and a resulting constant renewal. With the sound structure that will be built into the Bureau and the entire service to State Government in Florida, the entire library information, reference and research service should become more effective year after year. The services should become stronger as the Bureau becomes more firmly established and will do so if it turns its established situation to an advantage through evaluation, training and constant updating.

Means to maintain a strong Bureau of State Government Reference Service will include participation of state government personnel in the development of the services and materials of the Bureau; communication among and between the various information services throughout the State of Florida; avoidance of isolationism of any of the information services through Bureau coordination and through similar efforts of other informational centers; a constant flow of information among all of the service points and the state agency personnel; flexibility of services and communications on a continuing basis; formal and informal evaluation of performance of the library information, reference and research services to state government.

The service of the Bureau must be evaluated on the basis of how well it satisfies the needs of its clientele and the number of the potential clientele who avail themselves of its services. The government of the State of Florida is involved in a multitude of specialized fields of knowledge because of its many services to the citizens of the State. Each of these agencies has individual areas of responsibility and, as a result, specific specialized information needs. Because the working collection of the Bureau will be basic to the entire service that is provided, it must be evaluated on the basis of how well it serves. There is no one evaluation yardstick that can be utilized in this evaluation. Utilization of expert consultants in particular fields, subject bibliographies, numbers of journals held compared with the number appearing in the indexes are all means of evaluating the working collection. Through experience, a percentage of items in certain fields that should be held can be set and the collection can be evaluated fairly accurately in that manner. In some areas, the staff and the users may determine that the working collection should have 100 per cent of the

materials on a subject bibliography being used for measurement and in other fields, it may be that not any of the materials should be held in the working collection as they can be readily secured from another source.

Constant planning and implementation of that planning is essential to continued service of excellence. While it is possible to develop an over-all structure in a Plan of Action that will provide a basis for the Service, the actual day-to-day performance must be the result of current planning and implementation and not reliance on a long range plan in actual current performance. The Bureau will require continued evolutionary strengthening both in breadth and depth as the Service is developed. A good staff, a good collection, adequate funding and continued development will insure a successful Bureau of State Government Reference Service in the State of Florida.

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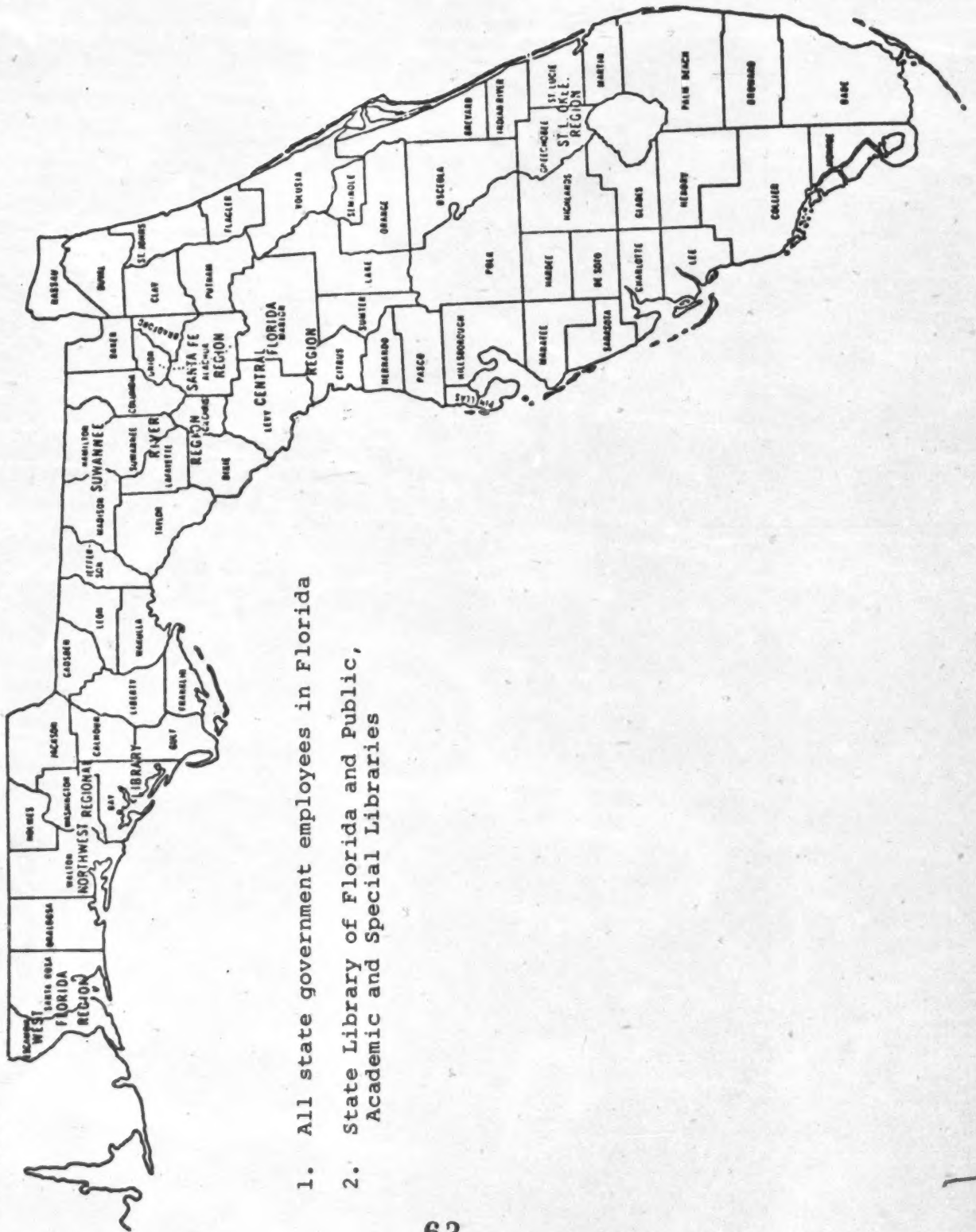
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8. Service Area and Service Points

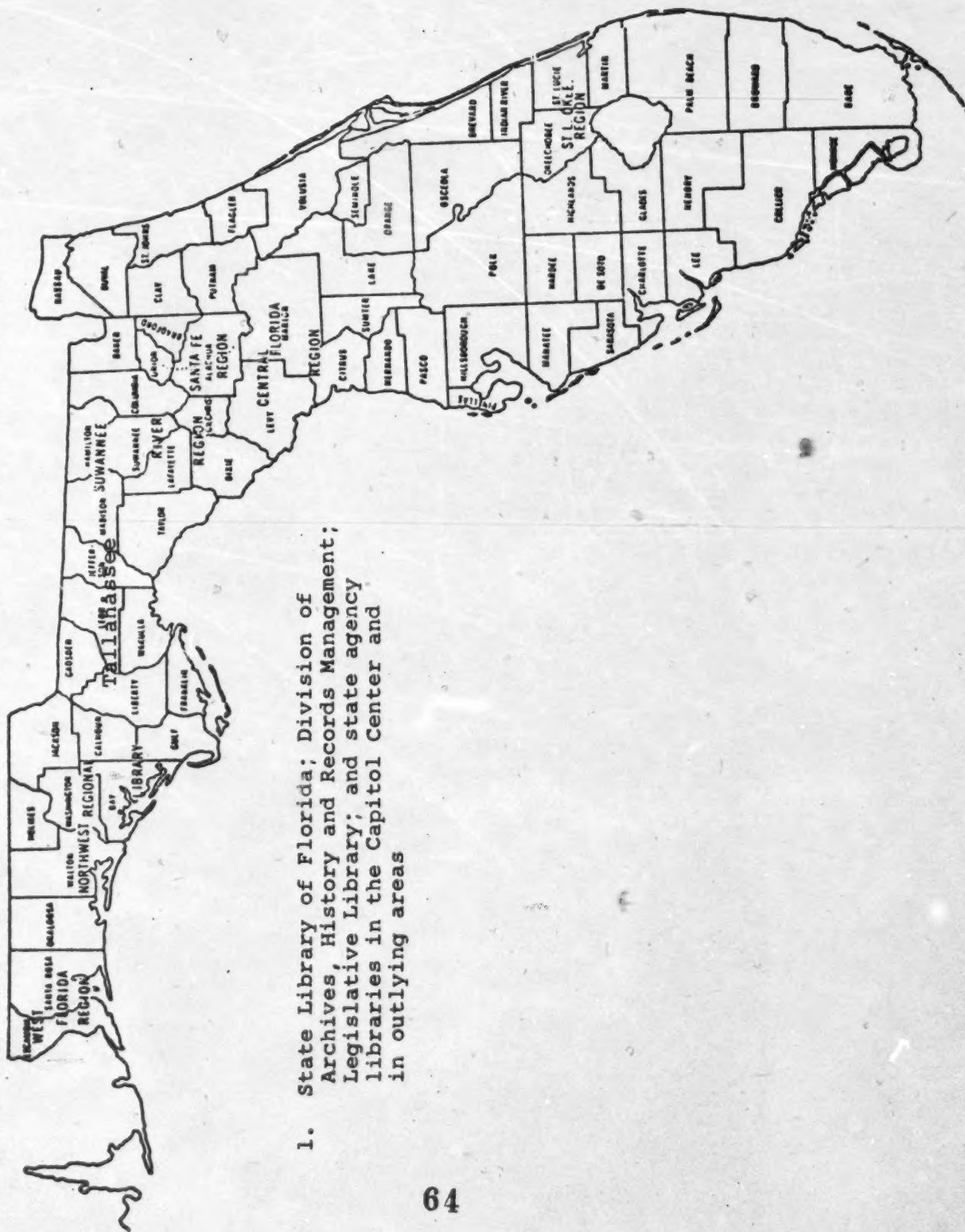
- a. State Government throughout the State of Florida
 - 1. All state government employees in Florida
 - 2. State Library of Florida and Public, Academic and Special Libraries
- b. State Government in Tallahassee and Branches throughout the State of Florida
 - 1. State Library of Florida; Division of Archives, History and Records Management; Legislative Library; and state agency libraries in the Capitol Center and in outlying areas
- c. Academic Libraries as Service Points
 - 1. University of Florida Libraries with Contractual Services with the State Library of Florida's Bureau of State Government Reference Service as a supplementary service
- d. Academic Libraries as Back-up Service
 - 1. Florida State University Library providing back-up service to the State of Florida Library's Bureau of State Government Reference Service through Bureau staff

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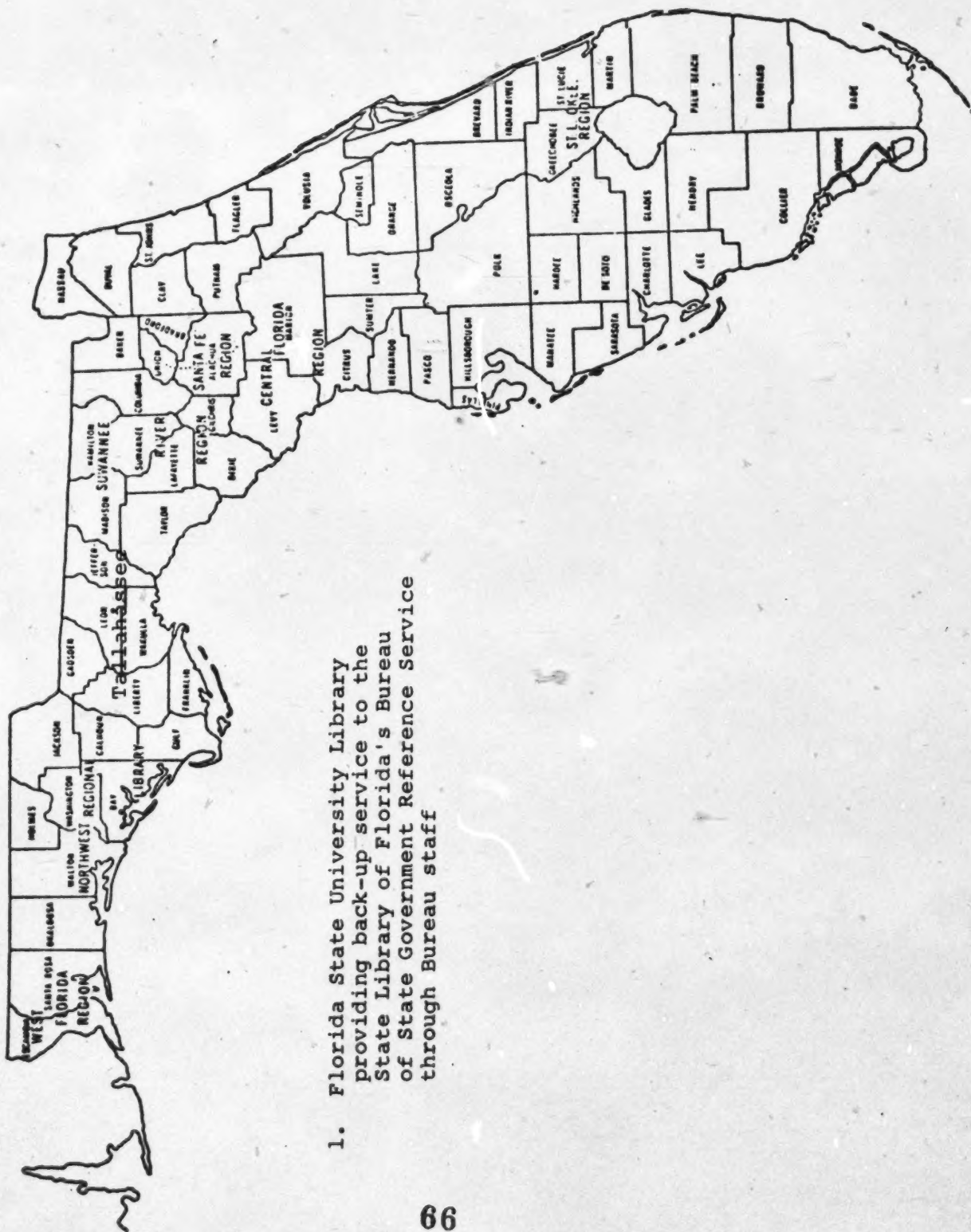
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